Strategic Asset Management Plan 6

March 2022

waverley.nsw.gov.au

WAVERLEY
COUNCIL

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Acknowledgement and our reconciliation vision

We acknowledge the Bidjigal and Gadigal people, who traditionally occupied the Sydney coast.
We also acknowledge Aboriginal and Torres Strait Islander Elders both past and present.

Our vision for reconciliation is for Waverley to be a vibrant, resilient, caring, and inclusive community where Aboriginal and Torres Strait Islander peoples:

- Practice and celebrate their culture and heritage proudly
- Are honoured for their survival and resilience, and supported to continue to overcome adversity
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures.

Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.

Overview

Positioned in the inner-eastern suburbs, seven kilometres out from Sydney CBD, the Waverley local government area covers 9.2sq km (924 hectares), has a population of 72,743 people and one of the highest population densities within Australia at 80.34 people per hectare.

The Waverley area includes the beaches of Bondi, Bronte and Tamarama and includes the major retail centre of Bondi Junction. The area is predominantly residential with a mix of residential, retail, commercial, institutional and recreational centres.

The future demand for community infrastructure and facilities is driven by changes and trends in:

- Population growth/reduction;
- Changes in the demography of the community;
- Lifestyle changes;
- Residential occupancy levels;
- Commercial/Industrial demand;
- Technological changes which impact the asset;
- The economic situation;
- Government policy;
- Environmental impacts and changes.

Council facilitates architectural design excellence in building infrastructure, functional public space and walkable streets in Waverley. Community-led, place-based planning and design are critical to Waverley.

Waverley will strive to ensure our open spaces and recreational facilities support a healthy, happy and connected community. Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures.

To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climatic changes and potential flooding. Council continues to maintain a high level of expenditure on it's buildings. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, and conserve energy and water resources.

Our Local Government Area

Hunter

Bondi

Waverley

Lawson
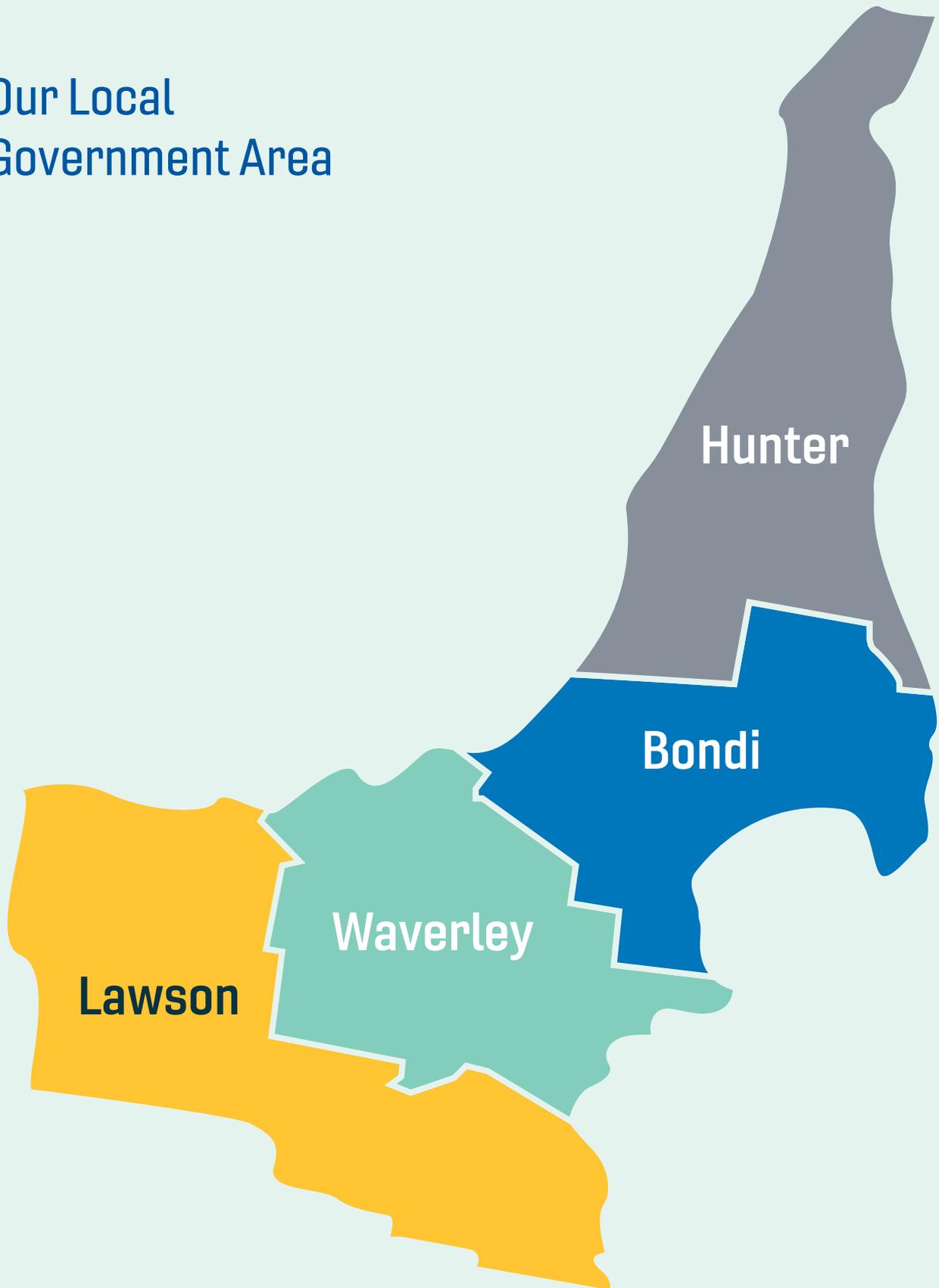
GETTING TO KNOW

Waverley

OUR LOCAL GOVERNMENT AREA

9.2km²

SUBURBS

Bondi Beach	Bronte	Rose Bay	Waverley
Bondi Junction	Dover Heights	Tamarama	
North Bondi	Queens Park	Vaucluse	

ATTRACTIONS

Bondi	Bronte House	Bondi Junction	Bronte Gully and Dudley Page Reserve
Bronte and Tamarama Beaches	Waverley Cemetery	Margaret Whitlam Recreation Centre	
Bondi Pavilion	The Coastal Walk		

31,564 DWELLINGS

+

39,132 REGISTERED BUSINESSES

POPULATION

72,743 TOTAL POPULATION

BY 2031
80,100 PROJECTED POPULATION

80.34 persons per hectare
POPULATION DENSITY

35.4 YEARS MEDIAN AGE

● RESIDENT AGES BY %

|	
0–14 years	16%
15–24 years	9.2%
25–64 years	62.1%
over 65 years	12.7%

Waverley

HOUSING

2.4
PEOPLE
AVERAGE HOUSEHOLD SIZE

43%
RENTING
HOUSEHOLDS

$622
MEDIAN
WEEKLY RENT

28%
SINGLE PERSON
HOUSEHOLDS

ECONOMY

$5.06 BILLION
GROSS REGIONAL PRODUCT

OVER
29,466
JOBS IN
WAVERLEY

HIGH EMPLOYMENT SECTORS

Retail trade

Healthcare and
Social Assistance

Scientific and
Technical Services

Professional

Accommodation
and Food

Services and Education
and Training

Sources: ABS Census 2016,
Economy.Id, Australian
Business Registry Data

OVER
$2,308 per
week
MEDIAN TOTAL INCOME

for Waverley
families in 2016,
compared to $1,750
for Greater Sydney

1.1 Change in demographics

Waverley has one of the highest population densities in Australia. Although the population growth of Waverley is lower than the rest of Greater Sydney, the proportion of children (age 5-19) and seniors (age 45+) is projected to grow significantly[1]. These age brackets require good access to schools, services and healthcare, placing increasing pressure on public roads, transport means and services. It is estimated that Waverley's population will increase by a further 5,000 people by 2031 placing increased pressure on Council's infrastructure.

Community wellbeing in Waverley is about building a socially connected, just and resilient community that can flourish no matter what challenges we may face.

By placing people's wellbeing at the heart of planning and decision making, we can work to support and create a community that provides a good quality of life so that all people, including our most vulnerable, can thrive here.

1.2 Our Assets

The asset class of sustainable infrastructure, previously appearing in SAMP5, has been redistributed among the other relevant asset classes. This was done to relate the sustainable infrastructure to the larger assets that support them.
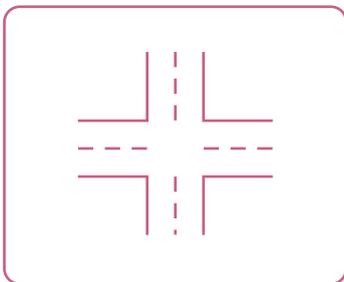
132km of Roads
246km of Kerb & Gutter
223km of footpaths
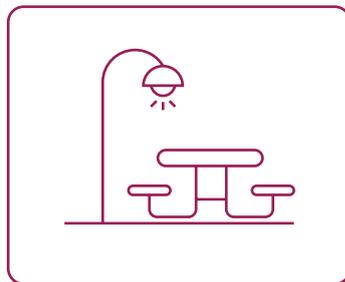
31 Recreational parks
7 Sports parks
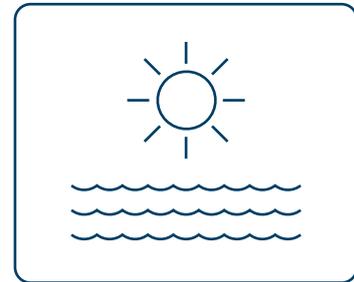
3 Beaches

96 Buildings
11 investment properties

22,000 Trees

Asset Management Strategy

Waverley Council has developed Asset Management Plans to identify required expenditure with respect to the management of it's assets. These plans interact with Council's other strategic documentation including the Long Term Financial Plan (LTFP), Community Strategic Plan (CSP), Delivery Plan and the Environmental Action Plan (EAP).

Asset plans help Council with budgeting for the renewal, expansion, operating and maintenance costs of its assets over the period of the LTFP. They also assist with the needs of managing resources, systems, and planning for the delivery of works with an appropriate combination of contractors and internal staff.

2.1 Planning & Reporting

Waverley Council is following the guidelines that accompany the Local Government Amendment (Planning and Reporting) Act 2009 (LGA). Council is committed to meeting requirements under the IP&R framework and follows IIMM guidelines by ensuring that all Council's infrastructure assets are fully accounted for.

The framework requires council to have:

- An asset management Policy;
- An asset management Strategy;
- An asset management Plan.

Development of asset management plans for Council's infrastructure assets is a mandatory requirement for NSW local governments. These plans need to account and report on the condition of assets, planning for the renewal & maintenance of assets for their adopted lifecycles.
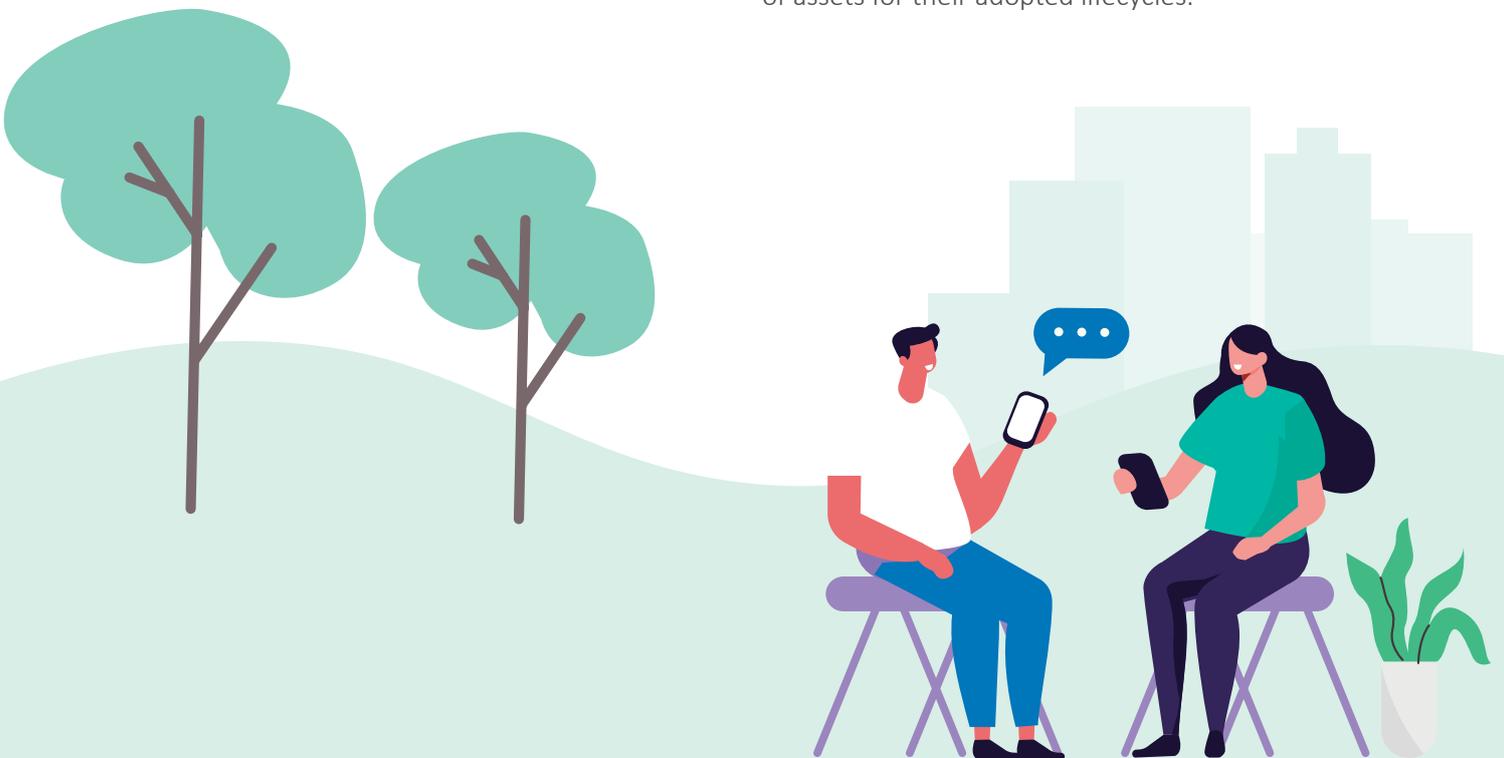
2.2 Purpose of the plan

This asset management strategy has been developed to provide the framework to ensure that Waverley Council's infrastructure assets are operated, maintained, renewed and upgraded to ensure that the Levels of Service are achieved in the most cost effective and sustainable way.

Council must account for and plan for all of it's existing assets and any new asset solutions proposed in it's Community Strategic Plan and Delivery Program. Asset management must compliment Council's deliverables in the Long Term Financial Plan, Delivery Plan and Operational Plan to address the desired outcomes in the Community Strategic Plan.
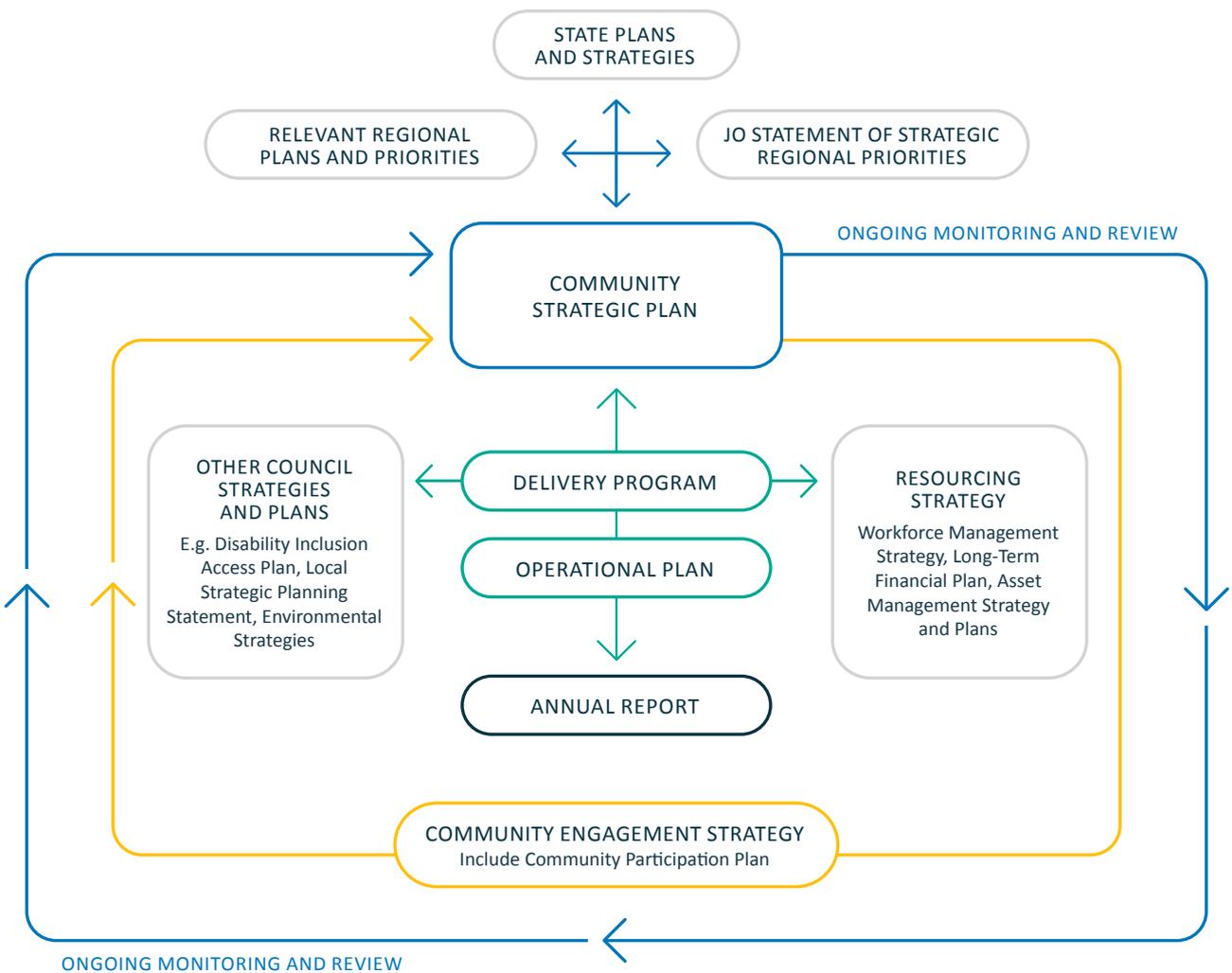
Resourcing strategy relationships

This strategy supports Council's aim to deliver the 'best value' asset management strategies and practices. This is achieved by continually developing and improving Council's knowledge, systems, processes and plans. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage all community assets now and into the future.

The specific objectives of this strategy are to:

- embed AM practices into the organisation where all Council employees will play an integral part in the the overall management of Council's assets;
- demonstrate responsible and sustainable stewardship of the community assets;
- define how Council's assets will be managed managed to achieve Levels of Service expectations;
- prioritise funding and resources between asset classes to safeguard our assets for current and future generations;
- assist the management of the environmental, financial and public risks related to the infrastructure assets;
- provide the basis for future works programs;
- provide a framework to implement continuous improvement in asset management;
- foster transparent and responsible asset management practices that align with industry standards;
- provide the basis for optimising whole of life costs;
- support long term financial planning across all asset classes.

The strategy identifies the future funding and service delivery requirements in terms of:

- current asset condition and performance;
- Levels of Service;
- forecast demand for infrastructure and services;
- critical assets and risks associated with their failure;
- funding constraints;
- details on each asset class including the inventory, current condition, financial expenditure and life cycle assessment are included in the asset management plan sections of this strategy.

2.3 Stakeholders & Responsibilities

The audience for this asset management strategy is Council staff, Council Executive Leadership Team, elected representatives (Councillors), interest groups and all members of the Waverley Community.

The Asset Management Policy outlines the key Roles and Responsibilities required to deliver sustainable management of all asset types. The Organisation has an asset hierarchy which groups assets of similar characteristics together allowing a clearer definition of the custodianship and delivery of diverse renewal and maintenance responsibilities.

2.4 Infrastructure Assets

Roads Infrastructure

Public Domain Infrastructure

Buildings

Living Infrastructure

Recreational and Open Space Infrastructure

Parking Infrastructure

Plant and Equipment

Information and Information Technology
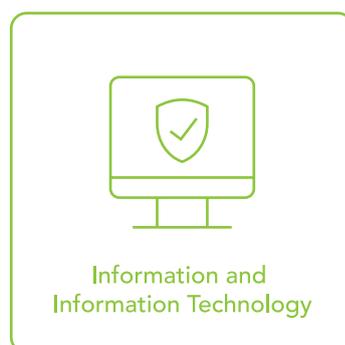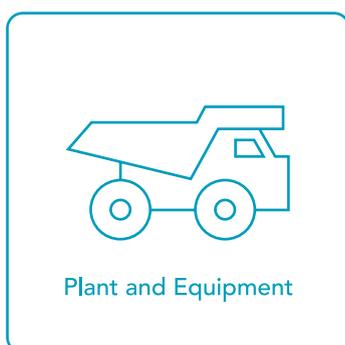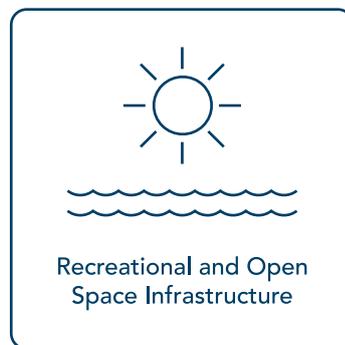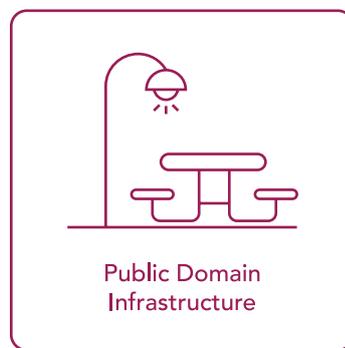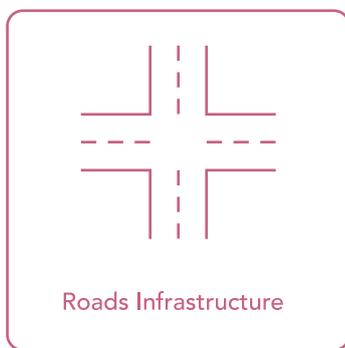
2.5 Links to Council Community Strategic Plan

The Asset Management Strategy and Plans have been prepared in line with the vision and strategies outlined in the Community Strategic Plan. Infrastructure assets will play both a direct and an indirect role in achieving the strategic objectives. The following table indicates how Council's assets play a role in delivering the key strategies linked to the Community Strategic Plan directions and goals.

Goals	Strategies
People	
1.1 Aboriginal and Torres Strait Islander culture – Respect, acknowledge and protect the continuous living culture of Aboriginal and Torres Strait Islander peoples	1.1.1. Create more visibility of and opportunities to share and learn about Aboriginal and Torres Strait Islander Cultures ●●
1.2 Diversity, inclusion and accessibility – Celebrate diversity, promote inclusion and accessibility for all members of the community	1.2.1. Promote the benefits of Waverley's cultural diversityin support of a strong and cohesive community ●●●●
	1.2.2. Acknowledge, share, support and respect Waverley's diverse community to build a strong and cohesive community
	1.2.3. Strengthen partnerships and collaboration with the community, local service and across levels of government to optimise resources, share information and best practice ●
1.3 Caring, well connected and cohesive – Foster a caring, well connected and cohesive community	1.3.1. Deliver programs that foster social connections ,reduce isolation and improve community well being ●●
1.4 Opportunities and spaces for young people – Provide opportunities for young people to engage, connect and build capacity	1.4.1. Provide and maintain accessible and high quality public spaces and facilities for young people ●●●●
	1.4.2. Facilitate and promote activities and programs which create pathways for young people with limited access to adequate support ●●

● Roads Insfrastructure ● Buildings ● Recreational and Open Space ● Plant & Equipment
● Public Domain Insfrastructure ● Living Insfrastructure ● Parking Insfrastructure ● Information and IT

Goals	Strategies
1.5 Art, culture and creative expression and participation – Promote and encourage art, culture and creative expression and participation	**1.5.1.** Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation ●●
	1.5.2. Deliver a range of diverse and inclusive art, cultural and civic programs, events and experience, including day and night and out-ofseason activities ●●
	1.5.3. Develop strong partnerships to facilitate growth for our cultural and creative sector
	1.5.4. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction ●●
1.6 Access to social services and facilities – Provide access to social services and facilities for all stages of life	**1.6.1.** Connect service providers and community groups to build partnerships to support community wellbeing and equitable access ●
	1.6.2. Deliver high-quality, affordable services that support community connection and promote independence, health and wellbeing ●●●●●●●●
1.7 Housing needs – Actively drive housing policy to meet the needs of the vulnerable, diverse and growing population	**1.7.1.** Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness ●
	1.7.2. Advocate for increased diversity of housing stock that is affordable and accessible ●
	1.7.3. Grow the provision of social and affordable housing ●
	1.7.4. Manage housing supply, choice and affordability with access to jobs, services and public transport ●●●

● Roads Insfrastructure ● Buildings ● Recreational and Open Space ● Plant & Equipment
● Public Domain Insfrastructure ● Living Insfrastructure ● Parking Insfrastructure ● Information and IT

Goals	Strategies
1.8 Safe community – Support a safe community with capacity and resilience to adapt to change	**1.8.1.** Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues ●
	1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses. ● ● ●
	1.8.3. Partner with key stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management ● ●
1.9 Active and healthy lifestyles – Provide facilities and opportunities to enhance community wellbeing	**1.9.2.** Create opportunities for community capacity building ● ● ● ●

Place

Goals	Strategies
2.1 Reduce greenhouse gas emissions (Waverley) – Facilitate, enable and support the community to rapidly reduce their greenhouse gas emissions	**2.1.1.** Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure ● ● ● ● ● ● ● ●
2.2 Reduce greenhouse gas emissions (Council) – Rapidly reduce Council's greenhouse gas emissions	**2.2.1.** Increase Council's energy efficiency, uptake of renewable energy and reduce carbon ● ● ● ● ● ● ● ●
2.3 Climate change and resilience – Prepare and adapt to the impacts of climate change	**2.3.1.** Deliver the Climate Change Adaptation and Resilience Framework ● ● ● ● ● ● ● ●

● Roads Insfrastructure   ● Buildings   ● Recreational and Open Space   ● Plant & Equipment

● Public Domain Insfrastructure   ● Living Insfrastructure   ● Parking Insfrastructure   ● Information and IT

Goals	Strategies
2.4 Biodiversity-Protect and increase our local bushland, parks, urban canopy cover and habitat areas	**2.4.1.** Improve the condition of non-remnant native vegetation on public land in the LGA and reinstate indigenous vegetation characteristic of natural coastal landscapes in Councils' Parks and Reserves
	2.4.2. Protect the threatened species plan Acacia terminalis (subs Eastern suburbs) and Eastern Suburbs Banksia Scrub EEC
	2.4.3. Improve biodiversity across the Waverley LGA
	2.4.4. Increase the quantity of trees and plants in public spaces, parks and streets to achieve Waverley's canopy targets
	2.4.5. Increase the quantity of trees and plants in private property, parks and streets to achieve Waverley's canopy targets
2.5 Water use and quality – Conserve water use and improve water quality	**2.5.1.** Increase water harvesting through stormwater harvesting schemes and rainwater capture
	2.2.5. Improve water efficiency of new and existing buildings
	2.5.3. Reduce or minimise the pollutants entering into waterways

- Roads Insfrastructure
- Buildings
- Recreational and Open Space
- Plant & Equipment
- Public Domain Insfrastructure
- Living Insfrastructure
- Parking Insfrastructure
- Information and IT

Goals

Strategies

2.6 Control and manage development – Control and manage development to protect the intrinsic values of the community including aesthetics, size, heritage and population

2.6.1. Respond to community concerns on overdevelopment through robust community engagement and education campaigns on planning issues

● ●

2.6.2. Ensure new development provide high standard of design quality and does not adversely impact upon the amenity of neighbours or the wider community

● ● ● ● ● ● ●

2.6.3. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity

●

2.6.4. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant

● ● ● ● ● ● ● ●

2.6.5. Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone

● ● ● ● ● ● ●

2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character

● ● ● ● ●

2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments

● ● ● ● ●

2.7 Safe and accessible parks and open spaces – Ensure public spaces, parks, open spaces and facilities have equitable access, are safe day and night, and meet community needs for recreation

2.7.1. Provide safe, accessible and diverse spaces and facilities for different users

● ● ● ● ● ●

2.7.2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works

● ● ● ●

2.7.3. Leverage opportunities to provide new and extended spaces in key strategic locations

● ● ● ● ●

● Roads Insfrastructure   ● Buildings   ● Recreational and Open Space   ● Plant & Equipment
● Public Domain Insfrastructure   ● Living Insfrastructure   ● Parking Insfrastructure   ● Information and IT

Goals	Strategies
2.8 Sustainable transport – Ensure sustainable transport infrastructure is easily accessible and provides climate friendly transport alternatives	**2.8.1** Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency ● ● ●
	2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging ● ● ●
2.9 Traffic, transport and parking – Manage traffic, transport and parking in a balanced way	**2.9.1.** Leverage technologies and regulations to provide better transport and parking outcomes ● ●
	2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport ● ● ●
2.10 Accessible and sustainable assets – Build, maintain and renew well-designed, accessible and sustainable assets and infrastructure, to improve the liveability of neighbourhoods	**2.10.1.** Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community ● ● ● ● ● ● ● ●
	2.10.2. Implement continuous improvement to achieve advanced maturity in asset management practices ● ● ● ● ● ● ● ●
	2.10.3. Foster transparent and responsible asset management practices that align with industry standards ● ● ● ● ● ● ● ●
	2.10.4. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes ●
2.11 Sustainable waste and circular economy – Move towards a sustainable waste community and a circular economy	**2.11.1.** Deliver best practices in waste and organics collection services and maximise diversion from landfill ● ● ●
	2.11.2. Encourage waste avoidance, reuse and repair behaviours and alignment with circular economy consumer choices ● ●
2.12 Clean and litter free spaces – Keep public spaces clean and litter-free	**2.12.1.** Reduce litter and Illegal dumping across Waverley through education and enforcement ● ●
	2.12.2. Reliable and efficient public place waste ● ●

● Roads Insfrastructure   ● Buildings   ● Recreational and Open Space   ● Plant & Equipment
● Public Domain Insfrastructure   ● Living Insfrastructure   ● Parking Insfrastructure   ● Information and IT

Goals	Strategies
Performance	
3.1 Community engagement opportunities – Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate	**3.1.1.** Ensure those who are impacted by, or have an interest in, a decision or initiate of Council are provided with the opportunity to do so ●
	3.1.2. Ensure our engagement practices are accessible and inclusive ●
	3.1.3. Continual development of an organisational culture focused on best practice community engagement
3.2 Excellent Customer Service – Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation	**3.2.1.** Implement Customer Experience Strategy to enhance customer experience across all business areas
3.3 Financial Sustainability and Resource Management – Ensure Waverley Council is financially sustainable, and manages resources, assets and contracts effectively	**3.3.1.** Prepare, implement and monitor an integrated suite of Integrated Planning and Reporting documents that responds to community needs and organisational capacity ●●●●●●●●
	3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability ●●●●●●●●
	3.3.3. Deliver and review services to increase value for money ●●●●●●●●
3.4 Governance, Capacity and Capability – Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community	**3.4.1** Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct
	3.4.2 Uphold a commitment to accountable and transparent decision making
	3.4.3 Promote a safe and healthy workplace that rewards a culture of high performance
	3.4.4 Continue to build capacity and capability of our people and Council to deliver services to our Community
	3.4.5 Provide fit for purpose technology and tools to enable service delivery that is community and customer centric ●●●

● Roads Insfrastructure	● Buildings	● Recreational and Open Space	● Plant & Equipment
● Public Domain Insfrastructure	● Living Insfrastructure	● Parking Insfrastructure	● Information and IT

Goals	Strategies
3.5 Resilient Economy – The local economy is resilient and thriving, providing a diverse offering of services and opportunities for employment (including economic contribution of visitors)	**3.5.1.** Improve Waverley's Post COVID-19 economic resilience through innovation ● ● ● ● ● ● ● ● **3.5.2.** Position Waverley as a future business destination and promote local businesses ● ● ● ● ● ● **3.5.3.** Support and enhance the visitor economy ● ● ● ● ● ●
3.6 Smart and Innovative – Waverley is a smart, safe and connected city of the future that fosters innovation	**3.6.1.** Improve and increase the quality and quantity of data shared in the local business community ● **3.6.2.** Facilitate and grow innovative spaces for business incubation and knowledge transfer ● ● **3.6.3.** Enhance communication and engagement channels to improve service delivery ● ● **3.6.4.** Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces ● ●

● Roads Insfrastructure   ● Buildings   ● Recreational and Open Space   ● Plant & Equipment

● Public Domain Insfrastructure   ● Living Insfrastructure   ● Parking Insfrastructure   ● Information and IT

Asset Management Practices

Waverley Council has a strategic approach in managing operational maintenance and renewal programs. To do so, there are procedures in place to ensure that Council moves towards a more advanced level of asset management.

Council uses many tools and management techniques to deliver strategic asset management with a focus on using the lifecycle planning approach.

Tools/techniques include:

- condition assessment;
- integrated decision making;
- performance measurement and monitoring;
- asset management systems;
- data validation (confidence in data);
- funding strategy;
- levels of service;
- future demand strategies;
- risk management including critical assets.

Future revisions of this asset management plan and strategy will move towards a more advanced level of asset management, using a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the Levels of Service. The focus of future plans developed in this manner will include risk and performance optimisation, risk based strategies, use of predictive methods and optimised decision-making techniques.

2.6 What is SAMP6?

SAMP6 is an abbreviation. This Strategic Asset Management Plan. This is the sixth iteration of the Plan.

The key changes and updates included in this new version of the plan consist of:

- Restructure of asset hierarchy to match functionality of asset group;
- Reduction of asset classes from 9 to 8;
- Increase knowledge of asset condition based on new condition inspection results;
- New valuation performed on all major asset categories;
- Updated backlog based on the new condition results;
- Organisational performance and progress.

SAMP6 is made up of:

- Asset Management Strategy (AMS)
- Asset Management Policy
- Eight individual Asset Management Plans (AMPs)

The plans follow the guidelines set out in the International Organisation for Standardisation Standard ISO 55000. Development of asset management plans for Council's infrastructure assets is a mandatory requirement for NSW local governments. The key findings for each asset class, which are covered in a concise but detailed manner, are included in the asset management plans section of this strategy.

SAMP6 contains Council's Asset Management Policy, an integral part of the Plan which is reviewed every four years. The policy sets out asset management principles and objectives for managing infrastructure assets to support the delivery needs of the community.

2.7 Purpose of the plan

The purpose of SAMP6 is to:

- provide a framework, ensuring that Waverley Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community;

- demonstrate Council compliance and commitment to IP&R framework and IIMM guidelines;

- reassess the cost required to meet service levels and integrate with the long term financial plan;

- support the objectives set out in the Community Strategic Plan and other Council documents;

- outline the processes, structures, roles and responsibilities necessary to establish and maintain advanced asset management practices.

2.8 Where are we now?

Waverley Council engaged Morrison Low in 2022 to undertake an asset management maturity assessment as part of the SAMP6 project to gain an improved understanding of our current asset management capability in order to improve the overall performance of Council and it's operations. The assessment is a follow up report to measure the improvement in asset management maturity since the last assessment in 2018.

The maturity assessment is based on the International Infrastructure Management Manual (IIMM). As such this assessment provides Council with the opportunity to understand how it's asset management practices, systems and processes compare with industry standards and other councils and also to measure our performance in various areas of asset management capability.

An assessment against a range of categories based on an A – F scoring is provided, as well as an overall weighted score. As a minimum we would expect a council such as Waverley to be at the Core level of competence, but preferably, be at the advanced level. The table below sets out the ranking system.

Assessment	Description
A	At or near best practice
B	Advanced level of competence
C	Core level of competence
D	Basic level of competence
E	Awareness
F	Nothing/limited

Waverley Council's scores for each category in 2022 are shown in the table below.

Assessment	Category
C	Asset Knowledge / Data
C	Asset Knowledge Processes
C	Strategic Asset Planning Processes
E	Operations & Maintenance Work Practices
D	Information Systems
D	Organisational Context

The overall assessment of Council's asset maturity indicated that Waverley Council is at Basic or level "D" of competence in asset management. The assessment highlighted gaps in Council's practices, which can be seen in the following diagram.
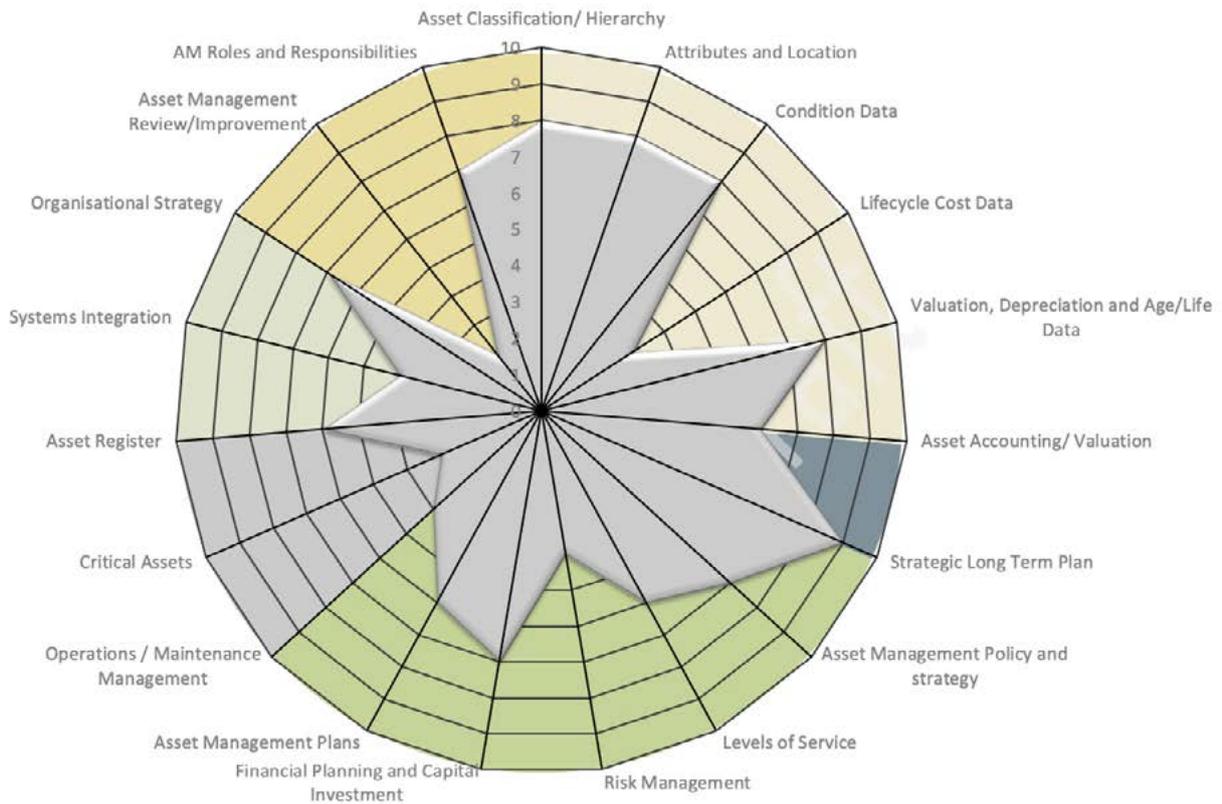
● Asset knowledge/data
● Asset knowledge processes
● Strategic asset planning processes
● Operations and maintenance work pracitices
● Information systems
● Organisational context

2.9 Addressing the gaps

Since completing SAMP5, Council has not progressed sufficiently to improve it's level of competence.

The maturity assessment actions completed since SAMP5 include the following:

- development of asset hierarchies;
- for each asset groups with roles & responsibilities;
- review existing service levels;
- identify critical assets in each asset class and develop high level risk;
- mitigation plans as required;
- development of Asset Management Improvement Plan;
- review and update the current asset management policy;
- Community consulation.

Furthermore, the ongoing operational/maintenance practices level scored lower than in previous assessments resulting in an overall reduction in Council's level of competence from "Core" to "Basic". With our upcoming operational review, this reduction can easily be reversed.

2.10 Where we want to be

Although there has been little improvement in asset management maturity over the last three years it was noted that Council continued to meet the fundamental functions of asset management with limited staff resources due to the Covid Pandemic that impacted on some of the organisation's normal revenue streams. Based on Morrison Low's experience across the asset management practices, systems and processes of Councils in NSW, this places Waverley Council at the average of the Councils that have taken part in their maturity assessment program.

Given that Waverley is a high profile area and manages a large range of complex assets we would expect Council to work towards achieving an advanced asset maturity. An advanced maturity will provide good value for Council's investments and ensure good informed decision making is carried out.

A high level action plan has been developed to assist Council in it's goal of reaching advanced asset management maturity, by implementing actions identified in the Asset Management Improvement Plan and the development of individual asset class improvement plans will ensure that Council reaches it's asset management maturity goal.

Asset Valuation, Service Levels & Performance

2.11 Values and Conditions

In preparing SAMP6, it has been identified that Waverley Council has combined infrastructure assets with a current replacement cost of nearly $1.3 billion and a carrying value of $710 million, generating an annual depreciation of $21million. The eight asset classes included in this plan and their values are detailed in the table below:

Asset Class	GRC	WDV	ADE
Roads Infrastructure	$624,698,910	$339,243,856	$7,324,778
Public Domain Infrastructure	$152,735,540	$83,778,054	$2,309,755
Buildings	$295,111,315	$157,053,882	$4,688,148
Living Infrastructure	$139,810,955	$90,075,004	
Recreational & Public Spaces	$38,460,276	$24,168,092	$1,040,577
Parking Infrastructure	$4,777,357	$3,221,386	$318,490
Plant & Equipment	$28,908,926	$8,727,310	$3,494,782
Information & IT	$9,572,163	$4,296,731	$1,875,975
Grand Total	**$1,294,075,441**	**$710,564,314**	**$21,052,506**

GRC - Gross Replacement Cost   WDV - Written Down Value   ADE - Annual Dep Expense

Based on the asset condition inspections, most of Council's assets were found to be in either an excellent or very good condition. Conditions are scored on a scale of 1-5, where 1 is excellent and 5 is poor. Conditions for the eight asset classes, represented as a percentage of their current replacement costs are shown in the table below.
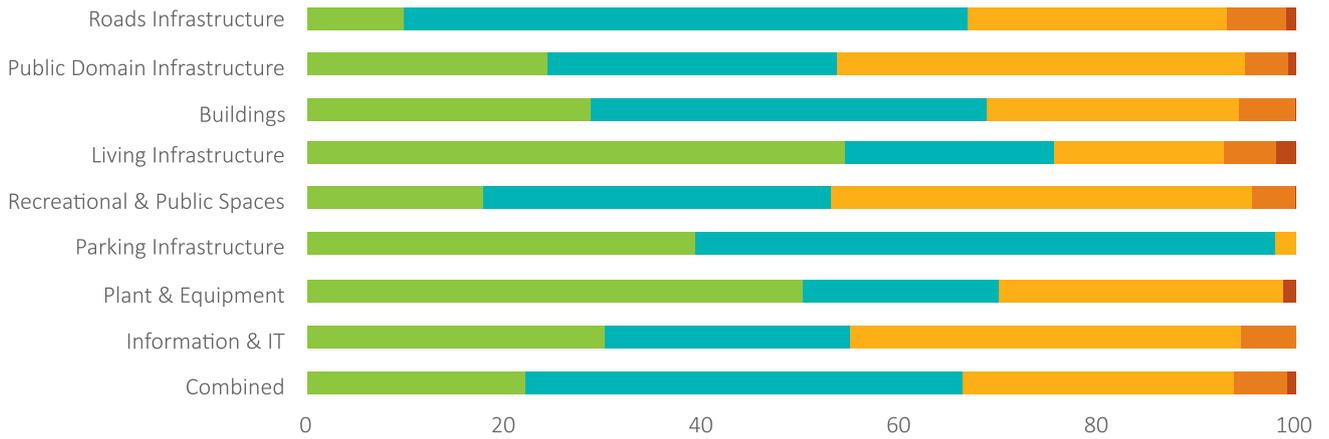
2.12 Difference between Cost to Satisfactory & to Service Level

As part of Council's financial reporting, Council must report on a number of indicators relating to it's infrastructure assets. These indicators are shown in Special Schedule 7 of Council's annual financial statements. These indicators can be used by Council and the community to get a better understanding of the condition of Council's infrastructure assets.

Two of these indicators relate directly to the condition of Council's infrastructure, namely the cost to bring assets to a satisfactory condition and the cost to bring assets to an agreed service level.

The cost to satisfactory is a theoretical calculation of the cost to bring the assets to a satisfactory condition, generally accepted as condition 3. This number is theoretical as in most cases councils will reinstate assets to a condition 1. This indicator assumes that all communities are happy with condition 3 as a target condition.

The cost to an agreed service level is the full cost of the assets below Council's target service level or intervention level. This is a more realistic indicator of the extent of the problems facing Council in meeting the community's expectations.

As part of SAMP5, Council clearly highlighted it's target service levels. In many cases, particularly for the road infrastructure assets, those levels are significantly higher than condition 3.

2.20 Asset backlog

Using updated asset valuation and condition results, an asset backlog has been calculated which is taken as the 'cost to satisfactory'. Council's current combined backlog, based on current knowledge is 2%. Comparing to the industry benchmark of 2%, Waverley's backlog ratio appears to be within the healthy range.

Estimated cost to satisfactory	Backlog	Backlog Ratio %
Roads infrastructure	$6,868,506	2.0%
Public Domain infrastructure	$1,852,384	2.2%
Buildings	$3,039,836	1.9%
Living Infrastructure	$2,951,702	3.3%
Recreational and Open Space	$321,718	1.3%
Parking infrastructure	-	-
Plant and equipment	$215,191	2.5%
Information and IT	$75,048	1.7%
Combined		**2.0%**

In order to reduce the cost to satisfactory, Council will need to improve the overall condition of it's assets. This can be achieved by allocating renewals expenditure to maintain the assets in their current condition and allocating additional renewal expenditure to reduce the backlog over time.

As part of it's asset renewal expenditure in the current LTFP, Council is addressing the issue of both maintaining and improving overall asset condition. It is predicted that the backlog (cost to satisfactory) will be maintained. It should be noted that Council has a very high level of service and to maintain that level of service, a higher than normal asset renewal expenditure is required.

2.21 Performance and progress measure

As part of SAMP6, Council adopted a range of minimum conditions that it would like to keep it's assets in. Generally, the target conditions were based on maintaining the network in it's current condition.

It should be noted that in assessing the performance against the SAMP5 targets, several activities have been undertaken that have impacted on the overall asset performance. These include a revaluation of some of the asset classes, an independent external inspection and condition assessment of some assets and a restructure of the assets into a more useable asset hierarchy.

The minimum condition targets set out in SAMP6 have been developed based on community engagement and asset condition information. The table below shows asset types and discrepancy to meet service level agreements.

The variations between the SAMP6 and SAMP5 conditions are a result of a number of factors including a revaluation of some of the assets and having condition assessments carried out which provide a better comparison with industry standards.

Asset Sub Class	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
Sealed Roads- Wearing Course	80%		76.00%	79.00%	1%%
Sealed Roads- Pavement		100%	99.00%	100.00%	0%
Footpaths	80%		79.00%	81.00%	1%
Kerb & Gutter	75%		71.00%	74.00%	0%
Bridges	80%		100.00%	100.00%	0%
Stormwater drainage		90%	98.00%	90.00%	0%
Traffic infrastructure	75%		74.00%	74.00%	1%
Buildings		100%	92.00%	94.23%	5.77%
Lighting/Electrical Equipment		90%	99.80%	96.58%	0%
Water equipment		90%	99.30%	99.91%	0%
Street furniture	80%		92.70%	89.83%	0%
Structures		90%	86.60%	94.39%	0%
Corridors		90%	75.00%	44.65%	45.35%
Trees		90%	97.00%	95.00%	0%
Amenity Landscaping		90%	90.00%	87.47%	2.53%
Turf		90%	97.00%	90.00%	0%

Asset Sub Class	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
Recreational		90%	99.20%	95.57%	0%
Cemeteries		90%	91.80%	92.86%	0%
Carparks	90%		100.00%	97.91%	0%
Vehicles		100%	96.00%	100.00%	0%
Office equipment & furniture		100%	34.00%	97.28%	2.72%
IT infrastructure		100%	41.00%	90.00%	10%
IT user equipment		100%	100.00%	90.00%	10%
Software licences		100%	Nil	90.00%	10%
Information & data		100%	100.00%	100.00%	0%

Renewal of Assets

2.22 Level of Service

In order for Council to make informed decisions regarding service level agreements, extensive and comprehensive consultation was undertaken in assessing the community's expectations around our assets renewal and maintenance.

Council also undertook an extensive consultation process in 2012. The SAMP4 process dictated a set of service levels for each asset class that was considered acceptable to the community for the 2012 financial year onwards. This was in line with the Waverley Together 2 and Waverley Together 3 consultation processes. The asset condition targets reflect the priorities as set by the community at the time whilst continuing to support service provision in other areas of Council. During the following regulatory period after the service levels were set in 2012, Council was successful in receiving additional funding allocations as set out and approved by IPART. That additional funding injection allowed Council to increase it's funding allocation to renewal projects to uplift the condition of it's assets.

As a result, a review over the following 8 year period indicated a reduction in Council's backlog, meeting the statutory percent margin. This is a remarkable achievement, reaching the margin and staying within that ever since. In the current regulatory process in developing SAMP6, Council officers agreed that a further review of the service levels is essential to benchmark and compare with the 2012 community expectations information. The process for the current SAMP review involved undertaking three different types of consultation to collect the right information for Council to make an assessment and review/update the service levels set out in the SAMP.

The different types of consultation included:

i) the standardised Topline survey that Council undertakes on a regular basis;

ii) an online asset prioritisation survey offered to the community;

iii) an engagement panel of 22 community members who undertook four asset workshops to learn about the asset classes and service levels.

The consultations were conducted to determine a range of community expectations and priorities.

There are some notable areas of interest to the community and these include the importance of raingardens, street trees, traffic infrastructure and drainage for renewal. The community expect high levels of maintenance for stormwater drainage, raingardens, street trees, footpaths and pedestrian bridges.

A piece of work involved in the engagement panel included the use of a budget simulation tool which allowed the users to allocate a symbolic budget and assign funding based on the their priorities. The results showed that the community expects Council to maintain it's road and streetscape assets, public domain, living infrastructure and recreation assets to a very high standard. Less emphasis was placed on Council's buildings and the renewal of smaller public domain infrastructure.

The key findings have resulted in some minor changes to the service levels as defined in each asset class. It is clear to say that the existing service levels are consistently high and that the community's expectation is that these levels are maintained. Therefore, some minor tweaks and rationalising of these service levels was required and these are presented within this SAMP. Any further increases to these service levels would require additional capital and maintenance funding which has not been factored into the existing regulatory period process.

Council already has some of the highest service level expectations within it's network for both maintenance and renewal purposes. Therefore, no further changes to these service levels is being proposed as part of this process.

2.23 Cost to Agreed Service Level

The cost to an agreed service level is calculated as the full cost of the assets below the Council's target service level.

The table below shows a cost to agreed service level of $21.1 Million.

Asset Class	Cost to Agreed Servcie level
Roads infrastructure	$2,239,857
Public Domain infrastructure	$0
Buildings	$17,030,455
Living Infrastructure	$961,851
Recreational and Open Space	$0
Parking infrastructure	$0
Plant and equipment	$374,245
Information and IT	$529,398
Total	$21,135,807

2.24 Lifecycle Management Plan

Considering the backlog and level of service, the individual plans detail the life cycle requirements in the form of renewals and on-going operational and maintenance. These are detailed as 'required' budgets which are calculated using assets known condition/age and depreciation for renewals projections, and industry benchmarking rates for operation and maintenance projections. The high level renewal requirements are summarised in the table below.

Category	2023	2024	2025	2026	2027
Roads infrastructure	$5,690,000	$6,800,000	$6,607,500	$6,768,938	$8,784,411
Public Domain infrastructure	$8,073,100	$2,552,500	$4,015,188	$8,066,817	$7,138,988
Buildings	$4,980,349	$8,610,948	$12,318,725	$11,399,000	$6,200,000
Living Infrastructure	$550,000	$1,425,100	$1,460,728	$1,544,552	$1,023,046
Recreational and Open Space	$2,151,000	$1,315,000	$3,194,138	$2,268,916	$4,211,339
Parking infrastructure		$48,000		$155,060	
Plant and equipment	$5,097,758	$2,479,352	$4,060,420	$5,030,600	$6,102,874
Information and IT	$3,157,954	$5,042,213	$4,414,448	$3,562,466	$1,646,300
Total	$29,700,161	$28,273,113	$36,071,145	$38,796,349	$35,106,957

Category	2028	2029	2030	2031	2032
Roads infrastructure	$8,954,021	$7,627,872	$7,818,569	$9,264,033	$8,464,384
Public Domain infrastructure	$7,661,712	$7,555,005	$5,078,880	$6,647,460	$6,662,396
Buildings	$3,037,900	$2,365,000	$4,199,000	$4,180,500	$3,605,300
Living Infrastructure	$1,440,034	$1,046,469	$1,046,867	$2,102,428	$705,699
Recreational and Open Space	$968,910	$2,195,133	$781,511	$2,107,549	$1,294,750
Parking infrastructure	$723,016	$2,372,294	$259,976		$1,326,996
Plant and equipment	$4,569,723	$2,306,105	$1,258,509	$3,168,930	$4,375,024
Information and IT	$693,900	$715,100	$575,300	$705,400	$1,118,600
Total	$28,049,216	$26,182,977	$21,018,611	$28,176,299	$27,553,148

2.25 Expenditure and Reporting

The known projected requirements are compared with current available budgets and where applicable, budgets are adjusted to ensure allocation of funds occur in the right areas. Ten year expenditures are created for integration and inclusion in the Long Term Financial Plan.

A budget gap summary of combined assets over a ten year period is shown in the following table. It is important to note that the annual renewal requirements fluctuate based on the assets age and condition. These can be averaged out and standardised to produce a more gradual trend. A better understanding and planning of renewals work will allow for accurate allocation of funds to the appropriate areas. There is sufficient funding towards asset renewal and maintenance overall to ensure that the condition of the assets can improve.

The budget gap over a ten year period is detailed in the table below.

It is anticipated that some expenditure allocated to asset renewal is in fact asset expansion or new asset expenditure as part of the Major Capital Works Programs. This is also due to Council's high service levels needed to meet community expectations.

Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$27,316,901	$31,120,689	$36,063,753	$37,078,947	$33,258,461
New and Expanded Assets	$13,371,341	$26,662,672	$19,898,785	$19,604,731	$12,037,591
Operational & Maintenance (O&M)	$30,222,279	$31,104,050	$32,056,577	$33,087,993	$34,093,623
Total Actual Expenditure	**$70,910,521**	**$88,887,411**	**$88,019,115**	**$89,771,671**	**$79,389,675**
Required					
Renewal	$21,562,506	$22,965,377	$23,574,122	$24,239,426	$24,304,022
New and Expanded Assets	$13,371,341	$26,662,672	$19,898,785	$19,604,731	$12,037,591
Operational & Maintenance (O&M)	$28,717,442	$27,327,848	$28,379,632	$29,426,073	$30,482,549
Total Required Expenditure	**$63,651,289**	**$76,955,898**	**$71,852,539**	**$73,270,230**	**$66,824,162**
Overall (GAP)	**$7,259,232**	**$11,931,513**	**$16,166,576**	**$16,501,442**	**$12,565,513**

Actual	2027/28	2028/29	2029/30	2031/31	2031/32
Renewal	$27,551,258	$25,362,236	$20,889,456	$27,180,466	$26,060,342
New and Expanded Assets	$14,936,476	$12,435,008	$8,521,099	$9,923,404	$11,744,172
Operational & Maintenance (O&M)	$35,125,958	$36,192,687	$37,278,686	$38,392,239	$39,533,926
Total Actual Expenditure	**$77,613,693**	**$73,989,931**	**$66,689,240**	**$75,496,108**	**$77,338,440**
Required					
Renewal	$25,270,667	$25,440,177	$26,017,399	$27,663,876	$26,872,501
New and Expanded Assets	$14,936,476	$12,435,008	$8,521,099	$9,923,404	$11,744,172
Operational & Maintenance (O&M)	$31,627,680	$32,769,712	$33,933,022	$35,072,202	$36,287,452
Total Required Expenditure	**$71,834,824**	**$70,644,897**	**$68,471,521**	**$72,659,482**	**$74,904,126**
Overall (GAP)	**$5,778,869**	**$3,345,034**	**-$1,782,280**	**$2,836,626**	**$2,434,314**

2.26 Asset Management Improvements Plan

Based on the observations and analysis of current asset management practices, a range of strategic actions have been developed that apply to all asset groups. These strategic actions are to ensure adequate provision is made for the long term management of Council's infrastructure assets.

Ref No.	High Level Strategic Actions	Priority	Responsiblility	Suggested Timeframe
1.	Council should ensure the corporate asset register supports hierarchical definition of assets, so data can be linked to alternative levels and aggregation capabilities exist.	Very High	AMSC	6 months
2.	Undertake review of the asset and financial management information requirements for an enterprise solution and commence functional needs analysis (must have, nice to have) for Finance, Assets and Operations.	Very High	AMSC	6 months
3.	As part of enterprise solution Council to review chart of accounts to map costs by activity and function for each asset category.	Very High	Finance/ Asset Custodians	6 months
4.	Council should re-establish an asset management steering committee (AMSC) for reporting on the assets, management progress and improvement plan status and crate a process for bi-annual reporting to senior manage-ment.	Very High	Executive	6 months
5.	Review existing service levels to ensure that service focus areas such as responsiveness, affordability, safety and capacity are included as service levels where appropriate.	High	Asset Custodians	Year 1
6.	Review the current asset management policy and consider including lifecycle cost of assets as an essential element for Council resolution.	High	AMSC/ Executive	3 months
7.	Council should review it's emergency/disaster response and recovery plans for it's critical assets and services.	High	Asset Custodians	Year 1
8.	Undertake a review of the operational works area with the aim of identifying good work practices with a view to implementing planned rather than reactive work practices.	High	Operations	Year 1
9.	Fully document the assumptions and methodologies for all future asset revaluations and include as part of the SAMP documentation process.	High	Asset Custodians	Year 1
10.	Council should monitor and report on levels of service in it's Operational Plans.	High	Asset Custodians	Ongoing
11.	Reassess the current asset data collection time frames and methodologies to ensure that a program of ongoing asset data collection is implemented.	Medium	Asset Custodians	Year 2
12.	Collect and understand the lifecycle cost of assets and develop a business case assessment model for all new assets.	Medium	Asset Custodians	Year 2

2.27 Critical assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans for their critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to "review the importance of assets related to their intended outcomes, objectives and product or service requirements." ISO 55002 Cl 6.2.2.1 suggests that "a risk ranking process can determine which assets have a significant potential to impact on the achievement of AM objectives".

Waverley Council is working towards an advanced approach in identifying critical assets for each major asset class. The approach is using the 'Critical Asset Risk Matrix' by Morrison Low Consultants on Council owned assets that rates each asset from high to low in importance, significance and consequences. Having taken into account the critical risk matrices and based on the operational expertise and experience of Council's officers, the following assets are considered to be the most critical assets for the organisation as a whole.
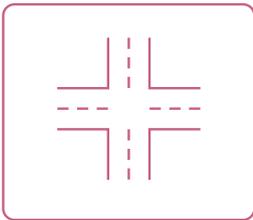
Roads Infrastructure

Road reserve assets in:

- Grafton Street, between Grosvenor and Newland Street
- Grosvenor Street, between Oxford and Grafton Street
- Newland Street between Oxford and Grafton Street

Buildings

- SES building;
- AIF;
- Syd Einfeld Depot;
- Waverley Library (Evacuation Centre);
- Margaret Whitlam Recreation Centre (Evacuation Centre);
- Council Chambers.
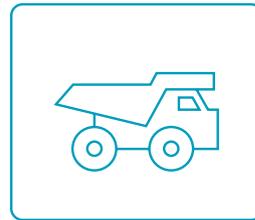
Plant and Equipment

- Waste and recycling collection fleet;
- Public place cleansing fleet;
- Asset maintenance fleet and equipment (trees, flood response, traffic response, etc).

IT & Equipment

- Computer servers.

2.28 Long Term Financial Plan (Funded)

The 11-year Capital Works Long Term Financial Plan (LTFP) is developed using fundamental asset management principles and provides a comprehensive funding strategy as detailed in the LTFP.

Council utilises a tiered approach to determining the appropriate ratio of expenditure.
In the order of importance:

1. Asset Renewal Works (what we call SAMP works)

2. Asset Renewal & Enhancement Works (projects where SAMP works are required but additional expenditure is allocated for uplift)

3. Enhancement Works (new works)

Further details on this program can be found in the corporate LTFP 6 and the Delivery Plan.

2.29 Enhanced Long Term Financial Plan (Unfunded)

Council also has a range of strategies and plans that inform the capital works program. These strategies/plans are formally endorsed by Council but may not be fully costed. Furthermore, other strategies and policies including State Government plans are at times delivered by Council. The purpose of the enhanced LTFP is to identify and provide a high-level costing to deliver these works.

As part of the SAMP 6 process a review of potential costings was undertaken and an enhanced Long Term Financial Plan was developed. This LTFP takes a further step in identifying a potential program to deliver against this wider range of strategies and plans.

The enhanced 11-year LTFP includes costings for the following priorities.

Program/ Project Priorities	Total Enhanced LTFP
Open Space Recreation Strategy	77,000,000
Plans of Management (across all)	9,000,000
Street Tree Masterplan	4,000,000
Waverley Signage Strategy (Streets)	1,000,000
Creative Lighting Strategy	39,000,000
Staircase Replacements	5,000,000
Alfresco Dining Rollout	5,000,000
Coastal Walk Fencing	8,000,000
Bike Plan Implementation (PBN & Local)	175,000,000
Bondi Junction Complete Streets	8,000,000
Our Liveable Centres- Streetscape Upgrades	5,000,000
Disability Inclusion Action Plan	7,500,000
Local Area Traffic Management (Traffic and Parking Measures)	7,000,000
Flood Study- Action Plan	35,000,000
Environmental Action Plan	15,700,000
Total	401,200,000

Overall, the greater enhanced layer would require over 400 Million in additional funding. No funding strategy has been developed to deliver against this enhanced LTFP. It is however anticipated that approximated 140 Million would come from State Government grants. Further grant opportunities and other funding strategies would need to be explored if any of the above listed priorities were moved into a funded LTFP.

LTFP 6 - Enhanced Capital Works Program	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28
Building Infrastructure	300,000	6,100,000	2,000,000	3,200,000	3,000,000
Open Space Recreation Strategy & Bondi POM	300,000	6,100,000	2,000,000	3,200,000	1,000,000
Land Acquisition (OSRS)					2,000,000
Living Infrastructure	400,000	400,000	400,000	400,000	400,000
Tree Planting	400,000	400,000	400,000	400,000	400,000
Public Domain Infrastructure	800,000	850,000	4,500,000	6,844,800	8,494,800
Staircase Replacements	200,000	250,000	1,900,000	650,000	300,000
Alfresco Dining Rollout	500,000	500,000	500,000	500,000	500,000
Coastal Walk Fencing			2,000,000		2,000,000
Waverley Signage Strategy (Streets)	100,000	100,000	100,000	100,000	100,000
Creative Lighting Strategy				5,594,800	5,594,800
Recreational & Public Spaces Infrastructure	350,000	7,500,000	0	600,000	4,000,000
Open Space Recreation Strategy (incl. Land Acquisitions)		4,000,000		100000	4,000,000
Plans of Management (across all)	350,000	3,500,000		500,000	
Road Infrastructure	3,150,000	3,150,000	1,650,000	33,650,000	31,650,000
Bike Plan Implementation (PBN & Local)				25,000,000	25,000,000
Bondi Junction Complete Streets				2,000,000	
Our Liveable Centres- Streetscape Upgrades	500,000	500,000	500,000	500,000	500,000
DIAP Program	750,000	750,000	750,000	750,000	750,000
LATM- Traffic & Parking Measures	1,900,000	1,900,000	400,000	400,000	400,000
Flood Study- Action Plan				5,000,000	5,000,000
Sustainability Infrastructure	400,000	665,000	865,000	1,535,000	1,525,000
EAP- Solar Energy Infrastructure	20,000	55,000	40,000	30,000	
EAP- Lighting Controls	40,000	40,000	40,000	40,000	40,000
EAP- Coastal Zone Management Plan	10,000	20,000	15,000	55,000	
EAP- Urban Ecology	110,000	110,000	110,000	110,000	110,000
EAP- Water Quality Improvements	150,000	270,000	380,000	850,000	250,000
EAP- Electric Vehicle Charging	70,000	170,000	280,000	450,000	1,125,000
Grand Total	5,400,000	18,665,000	9,415,000	46,229,800	49,069,800

LTFP 6 - Enhanced Capital Works Program	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Proposed 2032/33
Building Infrastructure	2,200,000	5,325,000	5,325,000	5,325,000	5,325,000
Open Space Recreation Strategy & Bondi POM	200,000	5,325,000	5,325,000	5,325,000	5,325,000
Land Acquisition (OSRS)	2,000,000				
Living Infrastructure	400,000	400,000	400,000	400,000	400,000
Tree Planting	400,000	400,000	400,000	400,000	400,000
Public Domain Infrastructure	6,394,800	9,694,800	6,194,800	8,194,800	6,194,800
Staircase Replacements	200,000	1,500,000			
Alfresco Dining Rollout	500,000	500,000	500,000	500,000	500,000
Coastal Walk Fencing		2,000,000		2,000,000	
Waverley Signage Strategy (Streets)	100,000	100,000	100,000	100,000	100,000
Creative Lighting Strategy	5,594,800	5,594,800	5,594,800	5,594,800	5,594,800
Recreational & Public Spaces Infrastructure	300,000	8,750,000	8,750,000	8,750,000	8,750,000
Open Space Recreation Strategy (incl. Land Acquisitions)	300,000	8,750,000	8,750,000	8,750,000	8,750,000
Plans of Management (across all)					
Road Infrastructure	33,650,000	31,650,000	33,650,000	31,650,000	33,650,000
Bike Plan Implementation (PBN & Local)	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000
Bondi Junction Complete Streets	2,000,000		2,000,000		2,000,000
Our Liveable Centres- Streetscape Upgrades	500,000	500,000	500,000	500,000	500,000
DIAP Program	750,000	750,000	750,000	750,000	750,000
LATM- Traffic & Parking Measures	400,000	400,000	400,000	400,000	400,000
Flood Study- Action Plan	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Sustainability Infrastructure	1,800,000	2,050,000	2,450,000	2,216,000	2,216,000
EAP- Solar Energy Infrastructure					
EAP- Lighting Controls	40,000	40,000	40,000	40,000	40,000
EAP- Coastal Zone Management Plan					
EAP- Urban Ecology	110,000	110,000	110,000	76,000	76,000
EAP- Water Quality Improvements	250,000				
EAP- Electric Vehicle Charging	1,400,000	1,900,000	2,300,000	2,100,000	2,100,000
Grand Total	44,744,800	57,869,800	56,769,800	56,535,800	56,535,800

Asset Management Policy

Council is committed to the principles of sustainable asset management and to provide a framework in order to achieve asset management objectives in line with community expectations for infrastructure assets.

3.1 Policy objectives and scope

The aim of this policy is to

- establish an asset management framework to allow informed decision making by Council and staff;
- establish the stewardship of asset management by assigning responsibilities relating to asset management functions;
- allow the development of levels of service for our infrastructure assets in line with community expectations;
- seek review and adopt best practice in the undertaking of asset management functions;
- ensure resources and funding are allocated for the sustainable planning and delivery of infrastructure assets;
- ensure compliance with legislative requirements.

This policy applies to Council's infrastructure assets.

3.2 Policy content

Waverley Council is committed to implementing a systematic asset management methodology to the $930 million worth of infrastructure assets that are managed by Council. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed in accordance with best practice.

The asset management function will ensure that Waverley Council meets strategic and sustainable delivery objectives while delivering the highest appropriate level of service through it's assets.

To ensure the objectives of this policy are met Council will undertake to:

- consult with the community and key stakeholders to establish levels of service and appropriate intervention;
- implement an inspection regime to monitor asset condition and service delivery;
- use asset information to inform renewal priorities in line with agreed levels of service;
- ensure that risk to the community, the environment and Council is a key consideration in decision making;
- develop and commit to long term capital works plans and fund programs that support the needs of the community in accordance with Council's Delivery Plans and Operational Plans;

3.2 Policy content (continued)

- allocate adequate resources for development and delivery of asset management functions in accordance with the asset management strategy, asset management plans, service level documents and Council strategies;

- develop systems for the management of assets that are integrated across all areas of Council operations;

- ensure that asset management practice reviews are undertaken to achieve best practice in asset accounting, life cycle costing and alternative delivery modes to ensure sustainability, value for money and social equity in asset service delivery;

- ensure that asset management practices conform to legislative requirements.

3.3 Responsibilities

In order to achieve the intent of this policy, the organisation must embrace the asset management philosophy and support it's implementation by assigning responsibilities across the organisation.

Councillors

- To adopt the strategic direction for Council in relation to asset management;

- To support the implementation of advanced asset management practices across the organisation;

- To ensure appropriate resources and funding for asset management activities.

Executive Management

- Provide professional advice to Council to enable informed asset management decisions;

- Promotion of asset management across the organisation;

- Ensure consultation occurs between staff, Council and the community as required;

- Monitor progress and performance in the implementation of asset management plans;

- Allocate appropriate resources to achieve asset management objectives;

- Ensure outcomes support Council's Community Strategic Plan.

Asset Management Team

- Implement asset management policies and strategies;

- Develop and implement asset management plans;

- Establish current levels of service for infrastructure assets, compare to benchmarks, assess against community needs and identify gaps or challenges;

- Manage asset systems and develop procedures to ensure compliance with standards, legislation and ensure consistent decision making;

- Ensure communication between staff and the Executive Management Team;

- Effectively and efficiently manage funds allocated for capital upgrades, renewal and maintenance;

- Develop forward operational programs in accordance with the long term financial plan;

- Promote and raise awareness of asset management in the organisation and the community.

3.3 Responsibilities (continued)

Financial Accounting Team

- To report accurately on the status of Council's infrastructure assets in line with standards and statutory requirements;

- Coordinate asset accounting deliverables and initiatives with Council's asset management team;

- Work with Council's asset management team to establish best practice procedures for the delivery and reporting on asset service delivery.

Operational Teams

- Consider the impacts to the life of the asset and delivery of service when considering procedural changes and when planning operational activities;

- Communicate with the asset management team to ensure that operational procedures and administration align and support asset management objectives.

3.4 Related council policies and procedures

This asset management policy should be read in conjunction with the following Council documents.

Document Name
Community Strategic Plan
Resourcing Strategy including Asset Management Planning, Long Term Financial Planning and Workforce Management Planning
Asset Management Plans
Risk Management Policy
Local Government Code of Accounting Practice
Environmental Action Plan
Business Continuity Plan
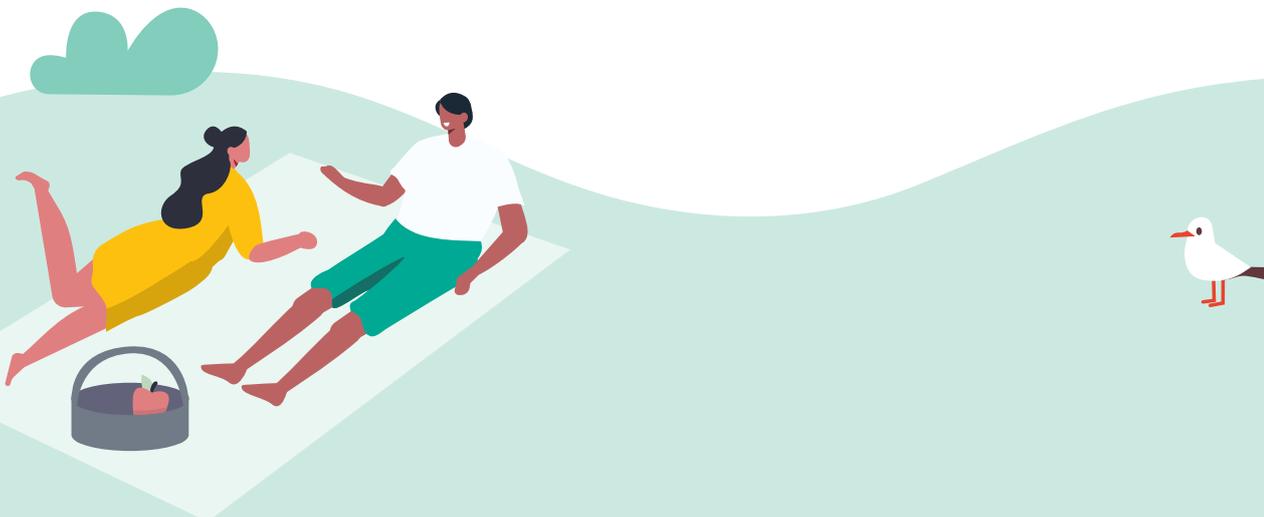
3.5 Legislative requirements

There are a number of legislative requirements that apply to the management of assets including:

- Local Government Act 1993
- Local Government (General) Regulation 1999
- Environmental Planning and Assessment Act 1979
- Environmental Planning Legislation Amendment Act 2006
- Protection of the Environment Administration Act 1991
- Protection of the Environment Operation Act 1991
- Civil Liability Act 2002
- Environmental Protection Act 1970
- Work, Health and Safety Act and Regulations
- Disability Discrimination legislation including:
  - Commonwealth Disability Discrimination Act 1992 (DDA)
  - NSW Anti-Discrimination Act 1997
  - AS 1428 (Set) – 2003 Design for Access and Mobility
- AS/NZS 4360 – 2004 Risk Management
- Australian Accounting Standards
- Environmentally Hazardous Chemicals Act 1985
- Water Management Act 2000
- Heritage Act 1977
- Crown Lands Act
- Building Code of Australia
- Plus, other legislation relating to:
  - Working at Heights
  - Confined Spaces
  - Plant Regulations
  - Manual Handling
  - Noise Regulations
  - Planning Controls
  - Various other Australian Standards.

3.6 Review of policy

This policy will be reviewed every three to four years as per the Local Government election cycle. The policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this policy. Any amendment to the policy must be by way of a Council Resolution or with the approval of the General Manager.

3.7 Definitions

Term	Meaning
Asset Management	The systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver on its objectives through the cost effective lifecycle management of assets.
Asset Management Framework	The overarching asset management hierarchy including the Asset Management Policy, Asset Management Strategy and the Asset Management Plans.
Asset Management Plan	Long term plan (over 10 years) that outlines the asset activities and programs for each service area and the resources applied to provide defined level of service in the most cost effective way.
Asset Management Strategy	A high level action plan that gives effect to an organisation's Asset Management Policy. Can also be in the form of a Strategic Asset Management Plan (SAMP).
Capital Expenditure	Expenditure used to create new assets, renew assets, expand or upgrade assets or to increase the capacity of existing assets beyond their original design capacity or service potential. Capital expenditure increases the value of asset stock.
Condition	The physical state of the asset.
Infrastructure Assets	Stationary systems forming a network or a portfolio of assets serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components.
Level of Service	The parameters or combination of parameters that reflect the social, political, economic and environmental outcomes that the organisation delivers.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal. Maintenance does not increase the service potential of the asset or keep it in its original condition. Maintenance slows down the deterioration and delays when rehabilitation, renewal or replacement is necessary.
Rehabilitation	Works to rebuild or replace parts or components of an asset to restore it to a required functional condition and extend its life which may incorporate some modification. This involves repairing the asset to deliver its original level of service without resorting to significant upgrade or renewal, using available techniques and standards.
Renewal	Works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability.
Replacement	The complete replacement of an asset that has reached the end of its useful life so as to provide a similar or agreed alternative level of service.
Risk	The effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.
Useful Life	The period over which an asset or component is expected to be available for use by an entity.
Asset Owner	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy.
Asset Custodian	This role is normally the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.

1.0 Roads Infrastructure

Council's road infrastructure represents more than 50% of Council's total asset base. These assets are essential in ensuring the resident, ratepayers and visitors to Waverley are able to move efficiently, effectively and sustainably around and through the area.

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's transport needs, including roads, bridges, footpaths and cycleways, stormwater drainage, kerb and gutter and traffic infrastructure.

A considerable portion of this asset class is shown as bulk earthworks. Bulk earthworks have been shown separately, including the sub-base component of the roads. Bulk earthworks are taken as non-depreciable assets while all other assetgroups have an annual depreciation shown below.As such, non-depreciable earthworks have been deleted from our analysis.

The asset inventory, values and conditions are detailed below. The assets in this class are generally in good condition. The main issue with this asset class is long-term funding. The current modelling shows that Council's desired service levels can be met in the medium term. However, funding over and above the normal consumer price index (CPI) increases, will be required to maintain and improve the the asset conditions, beyond the ten year financial plan. This is primarily driven by considerable material and labour cost increases due to Australian and International market disruptors.

Asset Inventory and Values

Sealed Roads	GRC	WDV	ADE
Sealed Roads Wearing Course, 1,062,241m^2	$105,403,298	$64,442,754	$1,800,219
Sealed Roads Pavements, 947,049m^2	$115,696,292	$47,459,835	$1,127,406
Earthworks, 845,961m^2	$81,392,991	$33,140,642	$690,401
Kerb and Gutter			
Kerb & Gutter, 245.9km	$109,794,610	$68,101,433	$1,098,002
Bridges			
Pedestrian Bridges, 2	$4,000,000	$2,200,000	$40,000
Footpaths and Cycleways			
Footpath, 409,317m^2	$68,246,062	$40,040,305	$1,017,224
Footpath Base, 67,665m^2	$3,966,796	$2,177,842	$68,988
Stormwater drainage			
Inlet & Junction Pits, 4712	$29,711,286	$19,083,507	$308,235
Stormwater Conduits (pipe), 87.5km	$96,904,735	$56,369,690	$969,637
Stormwater & Groundwater Harvesting (Tanks & Pumps), 5	$795,000	$636,000	$7,950
Traffic Infrastructure			
Roundabouts, 19	$1,216,000	$742,400	$20,267
Speed Humps, 110	$3,475,174	$2,222,499	$92,912
Traffic Islands, 194	$2,896,154	$1,829,739	$59,047
Pedestrian Refuge, 46	$1,200,511	$797,209	$24,490
Total(including earthworks)	**$624,698,910**	**$339,243,856**	**$7,324,778**

GRC - Gross Replacement Cost   WDV - Written Down Value   ADE - Annual Dep Expense

Asset Condition

Council's assets have been inspected and condition rated with a 1 – 5 condition assessment process.

Sealed Roads
- Sealed Roads Wearing Course
- Sealed Roads Pavements

Kerb and Gutter
- Kerb & Gutter

Bridges
- Pedestrian Bridges

Footpaths and Cycleways
- Footpath

Footpaths and Cycleways
- Inlet & Junction Pits
- Stormwater Conduits (pipe)
- Stormwater & Groundwater Harvesting (Tanks & Pumps)

Traffic Infrastructure
- Roundabouts
- Speed Humps
- Traffic Islands
- Pedestrian Refuge

Condition Rating	Description of condition
● 1 Very Good	Only normal maintenance required
● 2 Good	Minor defects only
● 3 Fair	Maintenance required
● 4 Poor	Renewal/upgrade required
● 5 Very Poor	Replacement required

Community Consultation

The process for the current SAMP process involved undertaking three different types of consultation to collect the right information for the Council to make an assessment and review/update the service levels set out in the SAMP.

The different types of consultation included:

i) the standardised topline survey that Council undertakes on a regular basis;

ii) an online asset prioritisation survey offered to the community;

iii) an engagement panel of 22 community members who undertook four asset workshops to learn about the asset classes and service levels.

The consultations were conducted to determine a range of community expectations and priorities.

The key findings have resulted in some minor changes to the service levels as defined in each asset class. It is clear to say that the existing service levels are consistently quite high and that the community's expectation is that these levels are maintained.

Some minor tweaks and rationalising of these service levels are required and this is presented within this SAMP. Any further increases to these service levels would require additional capital and maintenance funding, which has not been factored into the existing regulatory period process.

Assets in this consultation group include roads, kerb and gutters, footpaths and cycleways, traffic infrastructure, street trees, levels recycled water networ and the stormwater and flood drainage network.

Importance of asset group

Participants discussed that roads and streetscapes assets are important for Waverley over the next ten years for the following reasons:

- Cycleways are important for promoting cycling as a sustainable transport option and to reduce traffic congestion however they need to be safer and more connected.
- There is already high car usage and traffic congestion, and an increase in population growth and density will worsen traffic congestion and place pressure on parking and road infrastructure.
- Buses are currently at capacity during peak hours and more transport services will be required to cope with an an increased demand and population growth.
- Streetscapes are important for improving aesthetics and attracting visitors and locals alike.
- Participants would like Waverley to be a walkable LGA and noted that well maintained footpaths are important from a pedestrian, safety, and accessibility perspective.

Participants' priority assets for renewal

1. Raingardens and street trees
2. Traffic infrastructure
3. Stormwater drainage

Participants' priority assets for maintenance

1. Stormwater drainage
2. Footpaths and pedestrian bridges
3. Raingardens and street trees

Key points of discussion

- Participants discussed the importance of street trees for reducing the temperature, providing shade, bird habitat and privacy for apartment buildings, however, highlighted the need to manage tree roots and ensure footpaths remain safe and accessible.
- Participants discussed the incorporation of recycled materials into Council assets. While some participants expressed concern about the cost-benefit of recycled materials, others prioritised the environmental benefit and would like to see recycled materials incorporated into streetscape assets.
- There was agreement that outdoor dining areas would benefit the Waverley LGA.

Select participant quotes:

"Waverley has a high number of visitors, often making it difficult for residents to find parking and move around."

Well designed streetscapes enhance community connection."

"Celebrate Waverley as a pedestrian friendly place. It's easy to walk and move around at ground level."

"Any abatement of emissions should be based on cost-effectiveness."

"I'm surprised and happy to hear that the Council places value on, and has made a commitment to, using recycled materials. If my rates increase slightly to ensure this remains an option, I would consider it money very well spent."

"There are not many shaded areas in the Bondi area."

"Some trees overhang footpaths and force people off the footpath."

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at the roads infrastructure asset class to create tailored measurable target performance measures. These asset based levels of service have been individually consulted with the community and extrapolation of general principles was used to match the community's expectations.

Quality/Condition The local road network is strategically and efficiently maintained, renewed and upgraded

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Condition assessment %	Road wearing course 80% in condition 1 and 2	79%
	Footpath 80% in condition 1 and 2	81%
	Kerb & gutter 75% in condition 1 and 2	74%

Reliability/Responsiveness Council is responsive to the needs of its residents and asset users

Performance Measurement Process	Target Performance
Councils Customer Request System	90% of requests are completed within Council's customer charter

Customer Service Percent satisfaction with service provision

Performance Measurement Process	Target Performance
Community satisfaction report	'High' satisfaction score

Sustainability Transport assets meet financial sustainability ratios

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Consumption ratio	Between 50% and 75%	54%
Renewal funding ratio	Between 90% and 110%	92%
Long term funding ratio	Between 95% and 105%	107%
Backlog ratio	Less than 2%	2.0%

Safety The network feels safe to use and is regarded as safe in comparison to other similar networks. Lighting is provided to enhance safety for all road users and to aid navigation and security

Performance Measurement Process	Target Performance
Annual Inspections, operational reports and safety audits	Three-year annual average traffic accidents are decreasing
Compliance and customer surveys	100% of street Lighting installations at pedestrian crossings that comply with AS 1158

Roads Infrastructure Community Service Levels

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, which has been calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates the Council's knowledge and understanding of the asset's life cycle requirements.

Asset Sub Class	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
Sealed Roads – Wearing Course	80.00%		76%	79%	1.00%
Sealed Roads – Pavement		100.00%	99%	100%	0.00%
Footpaths	80.00%		79%	81%	0.00%
Kerb & Gutter	75.00%		71%	74%	1.00%
Bridges		100.00%	100%	100%	0.00%
Stormwater drainage		90.00%	98%	90%	0.00%
Traffic Infrastructure	75.00%		74%	74%	1.00%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, which has been calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates the Council's knowledge and understanding of the asset's life cycle requirements.

Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$6,700,000	$8,920,000	$7,707,500	$8,958,938	$10,374,411
New and Expanded Assets	$4,040,000	$8,480,000	$4,400,000	$8,760,000	$6,360,000
Operational & Maintenance (O&M)	$7,156,042	$7,345,122	$7,539,517	$7,767,110	$7,976,907
Total Actual Expenditure	$17,896,042	$24,745,122	$19,647,017	$25,486,048	$24,711,318
Required					
Renewal	$7,284,778	$7,466,897	$7,653,570	$7,844,909	$8,041,032
New and Expanded Assets	$4,040,000	$8,480,000	$4,400,000	$8,760,000	$6,360,000
Operational & Maintenance (O&M)	$6,708,142	$6,915,611	$7,088,501	$7,265,713	$7,447,356
Total Required Expenditure	$18,032,920	$22,862,508	$19,142,071	$23,870,623	$21,848,388
Overall (GAP)	-$136,879	$1,882,614	$504,946	$1,615,425	$2,862,930

Expenditure Projections

Actual	2027/28	2028/29	2029/30	2030/31	2031/32
Renewal	$10,244,021	$8,417,872	$8,708,569	$10,454,033	$9,554,384
Operational & Maintenance (O&M)	$5,160,000	$3,160,000	$3,560,000	$4,760,000	$4,360,000
Total Actual Expenditure	$23,596,402	$19,991,556	$20,909,553	$24,088,470	$23,028,587
Required					
Renewal	$8,242,058	$8,448,109	$8,659,312	$8,875,795	$9,097,689
Operational & Maintenance (O&M)	$5,160,000	$3,160,000	$3,560,000	$4,760,000	$4,360,000
Total Required Expenditure	$7,633,540	$7,824,379	$8,019,988	$8,220,488	$8,426,000
Overall (GAP)	$2,560,804	$559,068	$670,253	$2,232,187	$1,144,897

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category compared to the required expenditure to maintain and improve the current asset portfolio in accordance with the Council's agreed service levels.

Roads Infrastructure Renewals

● Required ($) ● Actual ($)

Roads Infrastructure Operations and Maintenance Expenditure

● Required ($) ● Actual ($)
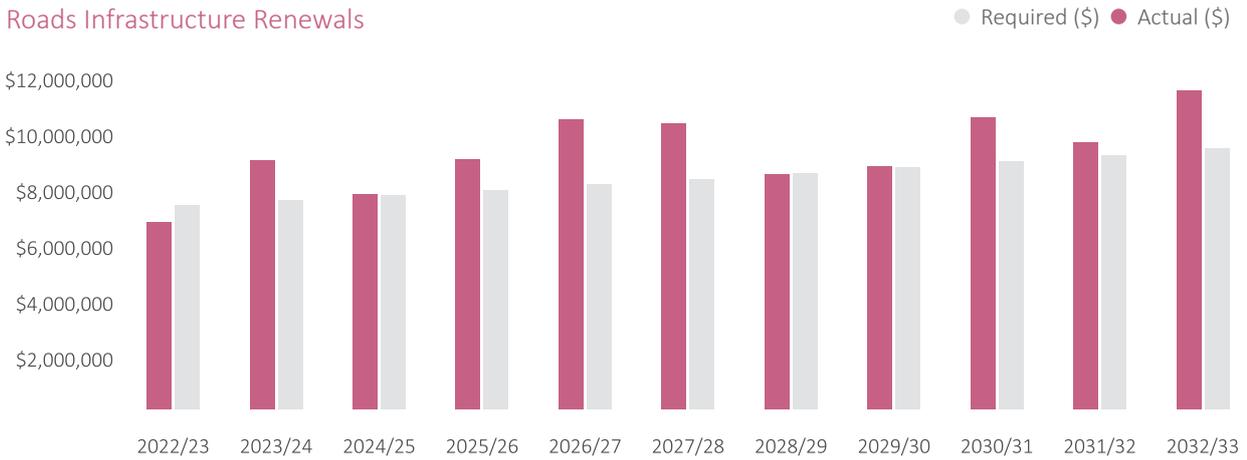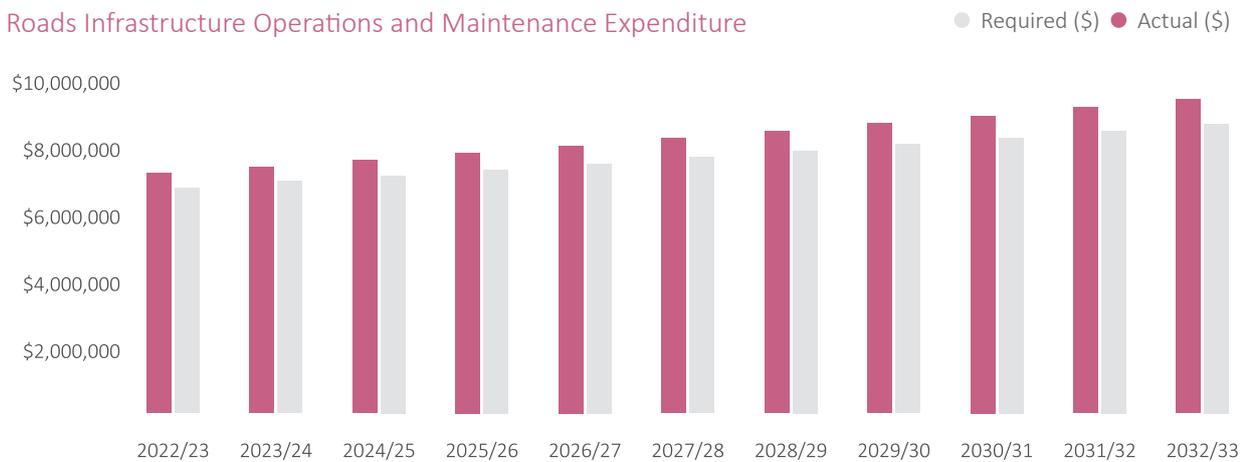
Roads Infrastructure Total Expenditure

● Required ($) ● Actual ($)

Financial Ratios (continued)

Cost to Agreed Service Level

The cost to an agreed service level is calculated as the full cost of assets below the Council's target service level. The table below indicates the value of assets at or above Council's target condition, the current value of the assets in their current condition and the gap being the cost to the agreed service level.

The table shows a cost to the service level of $2.2 million.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Sealed Roads wearing surface	$84,322,638.37	$83,268,605.39	$1,054,032.98
Sealed Roads pavement	$115,696,292.37	$115,696,292.37	
Bridges	$57,770,286.46	$58,492,415.04	
Footpaths and Cycleways	$82,345,957.49	$81,248,011.39	$1,097,946.10
Kerb and Gutter	$4,000,000.00	$4,000,000.00	
Traffic Infrastructure	$114,669,919.13	$114,669,919.13	
Combined			$2,239,857

Renewals Plan

In developing Council's asset renewals plans, consideration is given to the target service levels in each asset category and the current condition of the asset inventory. Council's overall strategy for asset renewal is to initially ensure that the overall network condition is maintained. This will be achieved by renewing assets at the optimum point of their life cycle to maximise Council's renewal expenditure and achieve the desired service level. As such, Council's renewal strategy will be a bottom-up approach to asset renewals.

Using the asset's remaining useful life, condition and intervention level, Council has generated an asset based renewals plan for the roads infrastructure.

It should be noted that Council is planning to spend more on asset renewals than the current depreciation amount for the combined asset class. This is intended to initially maintain asset condition and to then address the assets that currently do not meet the current service levels for the asset categories.

Category	2022/23	2023/24	2024/25	2025/26	2026/27
SAMP Roads	$2,000,000	$2,200,000	$2,255,000	$2,311,375	$2,369,159
SAMP Stormwater Drainage	$370,000	$1,000,000	$1,025,000	$1,050,625	$1,076,891
SAMP Footpath	$1,500,000	$1,700,000	$1,742,500	$1,786,063	$1,830,714
SAMP Kerb and Gutter	$900,000	$1,000,000	$1,025,000	$1,050,625	$1,076,891
SAMP Pedestrian Bridges			$150,000	$150,000	
SAMP Traffic Control Devices	$350,000	$300,000	$307,500	$315,188	$323,067
SAMP Street Signage	$70,000	$100,000	$102,500	$105,063	$107,689
SAMP Mall Renewal Program	$500,000	$500,000			$2,000,000
Combined	$5,690,000	$6,800,000	$6,607,500	$6,768,938	$8,784,411

Category	2027/28	2028/29	2029/30	2030/31	2031/32
SAMP Roads	$2,428,388	$2,989,098	$3,063,826	$3,140,421	$3,218,932
SAMP Stormwater Drainage	$1,103,813	$1,131,408	$1,159,693	$1,188,686	$1,218,403
SAMP Footpath	$1,876,482	$1,923,394	$1,971,479	$2,020,766	$2,071,285
SAMP Kerb and Gutter	$1,103,813	$1,131,408	$1,159,693	$1,188,686	$1,218,403
SAMP Pedestrian Bridges				$250,000	$250,000
SAMP Traffic Control Devices	$331,144	$339,422	$347,908	$356,606	$365,521
SAMP Street Signage	$110,381	$113,141	$115,969	$118,869	$121,840
SAMP Mall Renewal Program	$2,000,000			$1,000,000	
Combined	$8,954,021	$7,627,872	$7,818,569	$9,264,033	$8,464,384

Operational and Maintenance

Council is currently running a budget that is funding asset maintenance in line with industry benchmarks. Council's wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities, has shifted in the last few years to ensure adequate maintenance funding is allocated to maintain our service levels. Implementing proactive long term maintenance tasks will ensure that the whole of the life of the assets is realised.

Council generally undertakes maintenance activities on both a planned and reactionary basis. Council's aim is to move more of it's maintenance activities to planned cyclical maintenance, however, there is always a need to be responsive to requests by ratepayers and clients.

Critical Assets

The following assets have been identified as critical assets for roads infrastructure asset class:

- Grafton Street, between Grosvenor Street and Newland Street;
- Grosvenor St, between Oxford Street and Grafton Street;
- Newland St between Oxford Street and Grafton Street.

Mitigation plans are currently in the planning stage and will be developed as per the improvement actions of this plan.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system. The overall confidence level of the plan is considered to be 'reliable'.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missings, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations, and analysis that is incomplete, or unsupported, or extrapolated from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Collect and understand the lifecycle cost of assets and develop a business case assessment model for all new road assets.	Year 2	Medium
	Develop asset data collection strategy for road assets to ensure data capture for all assets is consistent, useful, and reliable for reporting.	Year 1	High
Asset data	Update relevant asset registers and systems to include correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets no longer existing.	Ongoing	Medium
	Gradually extend inspections of assets to cover an increased range. Update conditions and values as necessary.	Year 2	Ongoing
Asset valuation	Review asset lives on an annual basis taking into account the actual life of assets achieved by the Council.	Year 1	Ongoing
Asset performance	Report on asset-based service levels on an annual basis.	Ongoing	High
Renewal planning	Develop 10-year renewal plans for road assets that will ensure Council's service levels are achieved.	Year 1	Medium
Operational	Undertake a review of the operational works area with the aim of identifying good work practices with a view to implementing planned rather than reactive work practices.	Year 1	High

2.0 Public Domain Infrastructure

← Click here

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's public domain infrastructure needs. These assets include Council's lighting, water equipment, street furniture (bike racks, bins, bus shelters, seats, etc) and structures (fences, retaining walls, sea walls, stairs, etc).

Asset Inventory and Values

The table below details the current value of Council's public domain assets:

Lighting /Electrical Equipment	GRC	WDV	ADE
Public and Security Lighting, 110	$5,498,750	$3,825,700	$137,469
Amenity Lighting, 157	$3,901,975	$2,499,920	$97,549
Electrical Switch Board, 5	$453,115	$362,492	$17,062
Water Equipment			
Drinking Fountain, 27	$189,612	$148,085	$9,295
Irrigation inc Accessories, 20	$4,076,500	$2,888,480	$163,060
Street Furniture			
Bus Shelters, 52	$2,380,000	$1,582,000	$55,333
Seats and Benches, 702	$3,925,845	$2,877,671	$223,723
Bike Furniture Racks , 210	$112,690	$83,919	$11,269
Bins, 512	$1,421,155	$1,002,167	$97,028
Fences- Bollards, 10	$149,296	$118,037	$3,651
Other Furniture, 56	$2,242,800	$1,585,400	$58,733
Structures			
Retaining Walls, 24241.39	$74,717,334	$38,934,010	$765,556
Stairs / Steps , 911	$7,438,775	$4,412,970	$98,028
Sea Walls , 4673.77	$31,781,500	$14,318,495	$211,877
Fences, 22505.41	$13,415,714	$8,438,539	$325,785
Handrail, 968	$585,451	$364,708	$10,439
Gates, 7	$40,629	$32,503	$1,763
Sign- Direct./Info./Reg., 139	$404,400	$302,960	$22,135
Grand Total	**$152,735,540**	**$83,778,054**	**$2,309,755**

GRC - Gross Replacement Cost   **WDV** - Written Down Value   **ADE** - Annual Dep Expense

Asset Condition

The table below details the current condition of Council's public domain assets:

Condition Rating	Description of condition
● 1 Very Good	Only normal maintenance required
● 2 Good	Minor defects only
● 3 Fair	Maintenance required
● 4 Poor	Renewal/upgrade required
● 5 Very Poor	Replacement required

Community Consultation

The process for the current SAMP process involved undertaking three different types of consultation to collect the right information for Council to make an assessment and review/update the service levels set out in the SAMP.

The different types of consultation included:

i)   the standardised Topline survey that Council undertakes on a regular basis;

ii) an online asset prioritisation survey offered to the community;

iii) an engagement panel of 22 community members who undertook four asset workshops to learn about the asset classes and service levels.

The consultations were conducted to determine a range of community expectations and priorities.

The key findings have resulted in some minor changes to the service levels as defined in each asset class. It is clear to say that the existing service levels are consistently quite high and that the community's expectation is that these levels are maintained.

Some minor tweaks and rationalising of these service levels is required and this is presented within this SAMP. Any furtherincreases to these service levels would requireadditional capital and maintenance funding which has not been factored into the existing regulatory period process.

Assets in this consultation group include street furniture (bike racks, bins, bus shelters and seats), fencing (fences, gates and handrails), electric vehicle charging stations, retaining walls and sea walls.
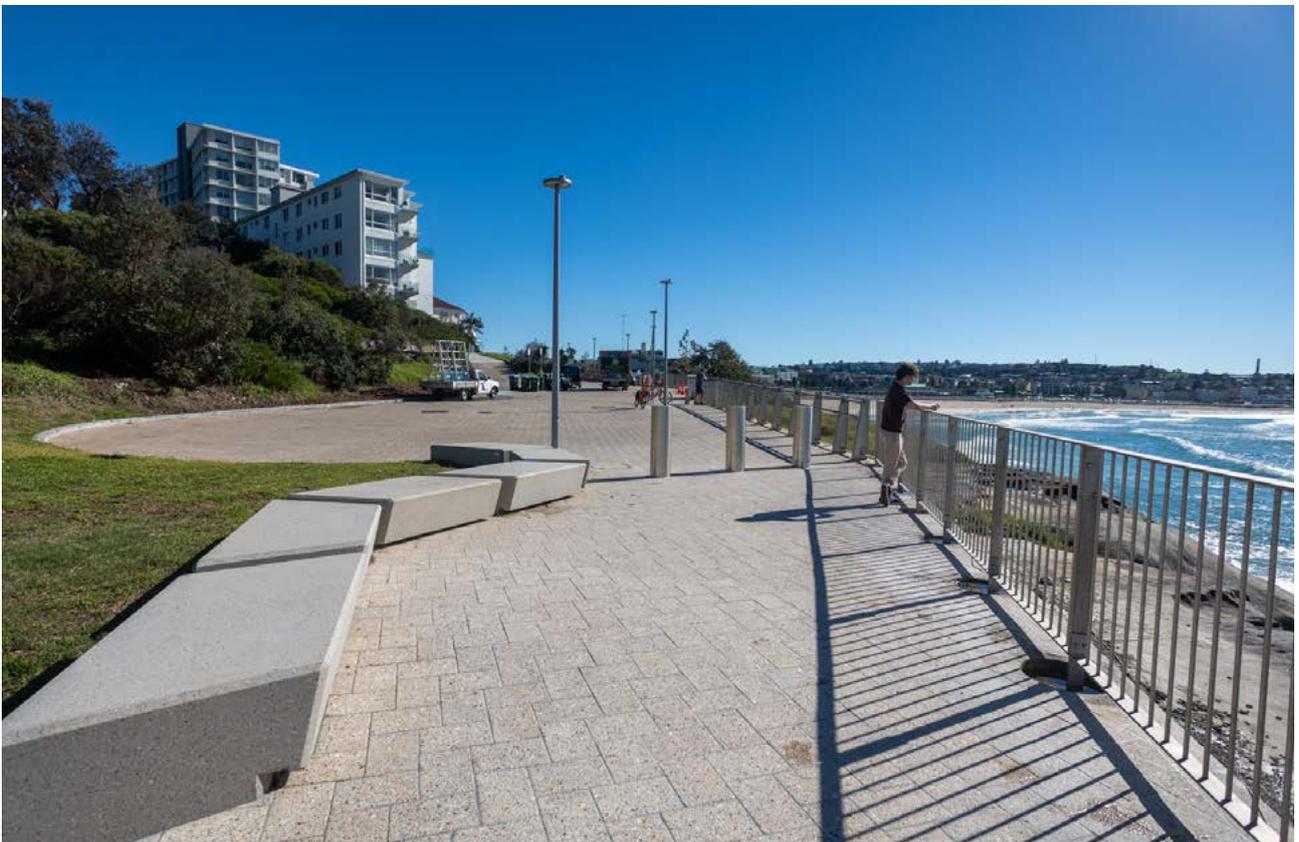
Importance of asset group

Participants discussed that public infrastructure assets are important for Waverley over the next ten years for the following reasons:

- Public infrastructure experiences greater wear and tear and will be impacted by climate change (e.g., sea walls), and is therefore important from a safety perspective.

- Accessibility and ease of movement through the LGA, especially for people with a disability.

- Defining local identity and sharing the heritage and First Nations stories of the Waverley area.

- Increased population growth, density and visitation will impact on public infrastructure.

- Aesthetic purposes such as supporting the beautification of Waverley and ensuring a clean environment.

Participants' priority assets for renewal

1. Fencing assets
   (handrails, fencing and gates)

2. Public seating

3. Retaining walls (including sea walls)

Participants' priority assets for maintenance

1. Public seating

2. Retaining walls (including sea walls)

3. Fencing assets (handrails, fencing and gates)

Key points of discussion

- Participants discussed that climate change will impact on essential assets like sea walls and it is vital to renew this asset for everyone's safety.

- Public infrastructure helps to define a local identity and is one of the first things visitors will notice when they come to the area. Participants agreed that this asset class provides an opportunity to showcase local culture and acknowledge First Nations Peoples.

- Walking is a popular activity in Waverley, and participants think it is important to renew and maintain public seating to sit and take a break, especially for families and elderly people.

- While bins were not identified as a high priority, participants discussed that bins need to be renewed and additional cleansing scheduled to support increased population and visitation to Waverley.

Select participant quotes:

"With the constant increase in population, wear and tear [on public infrastructure] will be greater and safety is paramount."

"Things like street furniture and green spaces will be important in future, and with development there is the temptation to get rid of them but it's very important to retain them."

"If we value our heritage so will others."

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at the public domain asset class to create tailored measurable target performance measures. These asset based levels of service have been individually consulted with the community and extrapolation of general principles was used to match the community's expectations.

Quality/Condition Percent of assets in condition 2 or better (by value)

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Condition assessment %	90% Lighting/Electrical Equipment in condition 3 or better	97%
	90% water Equipment in condition 3 or better	100%
	80% street furniture in condition 2 or better	90%
	90% structures in condition 3 or better	94%

Reliability/Responsiveness Percent compliance with Council's documented response time

Performance Measurement Process	Target Performance
CRMS data	90%

Customer Service Percent satisfaction with service provision

Performance Measurement Process	Target Performance
Community satisfaction report (IRIS Research)	'High' satisfaction score

Sustainability Transport assets meet financial sustainability ratios

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Consumption ratio	Between 50% and 75%	55%
Renewal funding ratio	Between 90% and 110%	210%
Long term funding ratio	Between 95% and 105%	139%
Backlog ratio	Less than 2%	2%

Safety Reduction number of incidences and accidents and electrical isolation switches operational

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Reduction number of incidences and accidents	Reports to Council	Reducing
Electrical isolation switches operational	Annual Inspections of all MSB's	100% compliance

Community Service Levels

Asset Sub Class	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
Lighting/Electrical Equipment		90.00%	99.80%	96.58%	0%
Water equipment		90.00%	99.30%	99.91%	0%
Street Furniture	80.00%		92.70%	89.83%	0%
Structures		90.00%	86.60%	94.39%	0%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates Council's knowledge and understanding of the asset's life cycle requirements. Renewals plans have been developed which provide a renewals program that will maintain and enhance the public domain assets.

Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$4,843,860	$1,531,500	$2,409,113	$4,840,090	$4,283,393
New and Expanded Assets	$3,629,240	$1,511,000	$2,096,075	$3,476,727	$3,105,595
Operational & Maintenance (O&M)	$3,145,523	$3,225,739	$3,308,056	$3,397,557	$3,485,325
Total Actual Expenditure	$11,618,623	$6,268,239	$7,813,244	$11,714,374	$10,874,313
Required					
Renewal	$2,309,755	$2,367,499	$2,426,687	$2,487,354	$2,549,538
New and Expanded Assets	$3,629,240	$1,511,000	$2,096,075	$3,476,727	$3,105,595
Operational & Maintenance (O&M)	$3,145,523	$2,396,805	$2,456,725	$2,518,144	$2,581,097
Total Required Expenditure	$9,084,518	$6,275,304	$6,979,487	$8,482,224	$8,236,230
Overall (GAP)	$2,534,105	-$7,065	$833,756	$3,232,150	$2,638,083

Actual	2027/28	2028/29	2029/30	2031/31	2031/32
Renewal	$4,597,027	$4,533,003	$3,047,328	$3,988,476	$3,997,438
New and Expanded Assets	$3,314,685	$3,272,002	$2,521,552	$3,148,984	$3,154,958
Operational & Maintenance (O&M)	$3,575,366	$3,667,736	$3,762,501	$3,859,720	$3,959,453
Total Actual Expenditure	$11,487,078	$11,472,741	$9,331,381	$10,997,180	$11,111,849
Required					
Renewal	$2,613,276	$2,678,608	$2,745,573	$2,814,212	$2,884,568
New and Expanded Assets	$3,314,685	$3,272,002	$2,521,552	$3,148,984	$3,154,958
Operational & Maintenance (O&M)	$2,645,625	$2,711,765	$2,779,559	$2,849,048	$2,920,275
Total Required Expenditure	$8,573,586	$8,662,375	$8,046,685	$8,812,245	$8,959,801
Overall (GAP)	$2,913,493	$2,810,366	$1,284,697	$2,184,935	$2,152,048

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category compared to the required expenditure to maintain and improve the current asset portfolio in accordance with Council's agreed service levels.

Public Domain Infrastructure Renewals

● Required ($) ● Actual ($)

Public Domain Infrastructure Operations and Maintenance Expenditure

● Required ($) ● Actual ($)

Public Domain Infrastructure Total Expenditure

● Required ($) ● Actual ($)
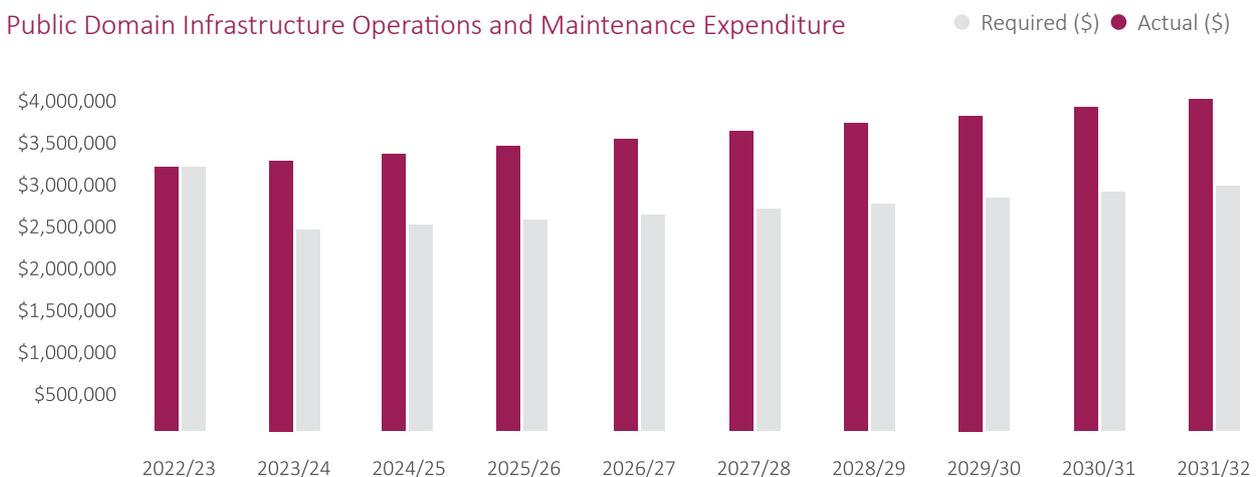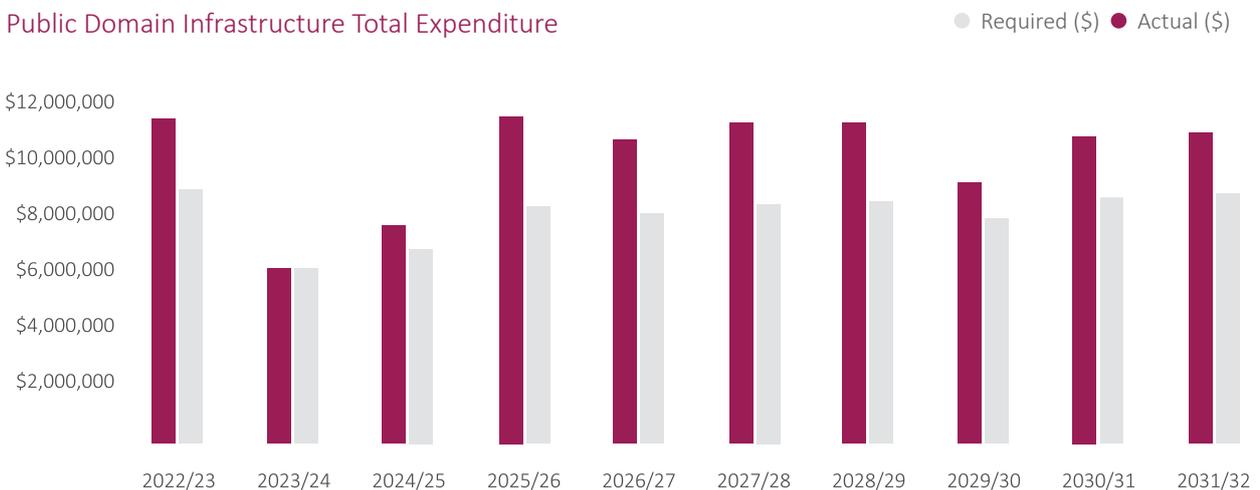
Financial Ratios (continued)

Cost to an Agreed Service Level

The cost to an agreed service level is calculated as the full cost of assets below the Council's target service level. The table below indicates the value of the assets at or above Council's target condition, the current value of the assets in their current condition and the gap being the cost to the agreed service level.

The table shows that the condition of Council's public domain assets are currently above agreed service levels.

Category	Required value of assets at target condition	Current value of assets in target condition	Gap
Lighting/Electrical Equipment	$8,868,456	$9,516,652	$0
Water equipment	$3,839,501	$4,262,320	$0
Street Furniture	$8,185,429	$9,190,852	$0
Structures	$115,545,422	$121,178,725	$0
Combined			$0

Renewals Plan

Using the asset's remaining useful life, condition and intervention level, Council has generated an asset based renewals plan for the public domain infrastructure. The renewal amounts shown for each asset category are based on the optimal year for renewal. This creates peaks and troughs in the distribution of the annual renewal amounts due to the various ages and conditions of the assets. It is recommended that the ten year renewal plan term is reviewed against the planned capital renewal projects, so as to allow a refinement of the plan.

Category	2022/23	2023/24	2024/25	2025/26	2026/27
SAMP Street Furniture incl. bus shelters, seats, bins, etc.	$300,000	$307,500	$315,188	$323,067	$331,144
SAMP Structures incl. walls, boardwalks, fences, etc	$4,543,100	$850,000	$350,000	$358,750	$367,719
SAMP Lighting & Electrical Infrastructure	$150,000	$195,000	$200,000	$205,000	$210,125
SAMP Water Equipment Renewal	$80,000	$100,000	$150,000	$180,000	$230,000
SAMP Promenades & Sea Walls			$2,000,000	$6,000,000	$6,000,000
SAMP Park Electrical, Lighting & CCTV	$3,000,000	$1,100,000	$1,000,000	$1,000,000	
Combined	$8,073,100	$2,552,500	$4,015,188	$8,066,817	$7,138,988

Category	2027/28	2028/29	2029/30	2030/31	2031/32
SAMP Street Furniture incl. bus shelters, seats, bins, etc.	$339,422	$347,908	$356,606	$365,521	$374,659
SAMP Structures incl. walls, boardwalks, fences, etc	$376,912	$386,335	$395,993	$2,350,000	$1,350,000
SAMP Lighting & Electrical Infrastructure	$215,378	$220,763	$226,282	$231,939	$237,737
SAMP Water Equipment Renewal	$230,000	$600,000	$600,000	$200,000	$200,000
SAMP Promenades & Sea Walls	$6,500,000	$6,000,000	$3,500,000	$3,500,000	$4,000,000
SAMP Park Electrical, Lighting & CCTV					$500,000
Combined	$7,661,712	$7,555,005	$5,078,880	$6,647,460	$6,662,396

Operational and Maintenance

Council is currently running a budget that is funding asset maintenance in line with industry benchmarks. Council's wider asset management strategy to undertake asset renewals as apriority, has shifted in the last few years to ensure adequate maintenance funding is allocated to maintain our service levels. Implementing proactive long term maintenance tasks will ensure that the whole of the life of the assets is realised.

Council will work to gain a better understanding of it's actual expenditure on public domain assets. The current expenditure is split across a number of service areas. Improved reporting on actual mainatence and operational expenditure will allow Council to make better long term decisions in relation to this asset class.

Critical Assets

No critical assets have been identified for the public domain infrastructure asset class.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system. The overall confidence level of the plan is considered to be 'Reliable'.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missings, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations, and analysis that is incomplete, or unsupported, or extrapolated from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all public domain assets are up to date and relevant.	Year 1	High
Asset data	Consolidate public domain assets into a single asset register and allocate attributes that will identify assets as part of the new asset hierarchy.	Year 1	High
Renewal planning	Review renewals plan against planned capital works and adjust to include assets making up backlog.	Year 1	Medium
Risk management	Prepare risk mitigation plans for the critical public domain assets identified in this plan.	Year 2	Medium

Supporting Documentation on Public Domain Infrastructure can be found in the Asset Management Manual.

3.0 Buildings

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's public building needs. This asset group includes Council's operational buildings, cultural and public facilities and commercial buildings. The asset inventory, values and conditions are detailed below.
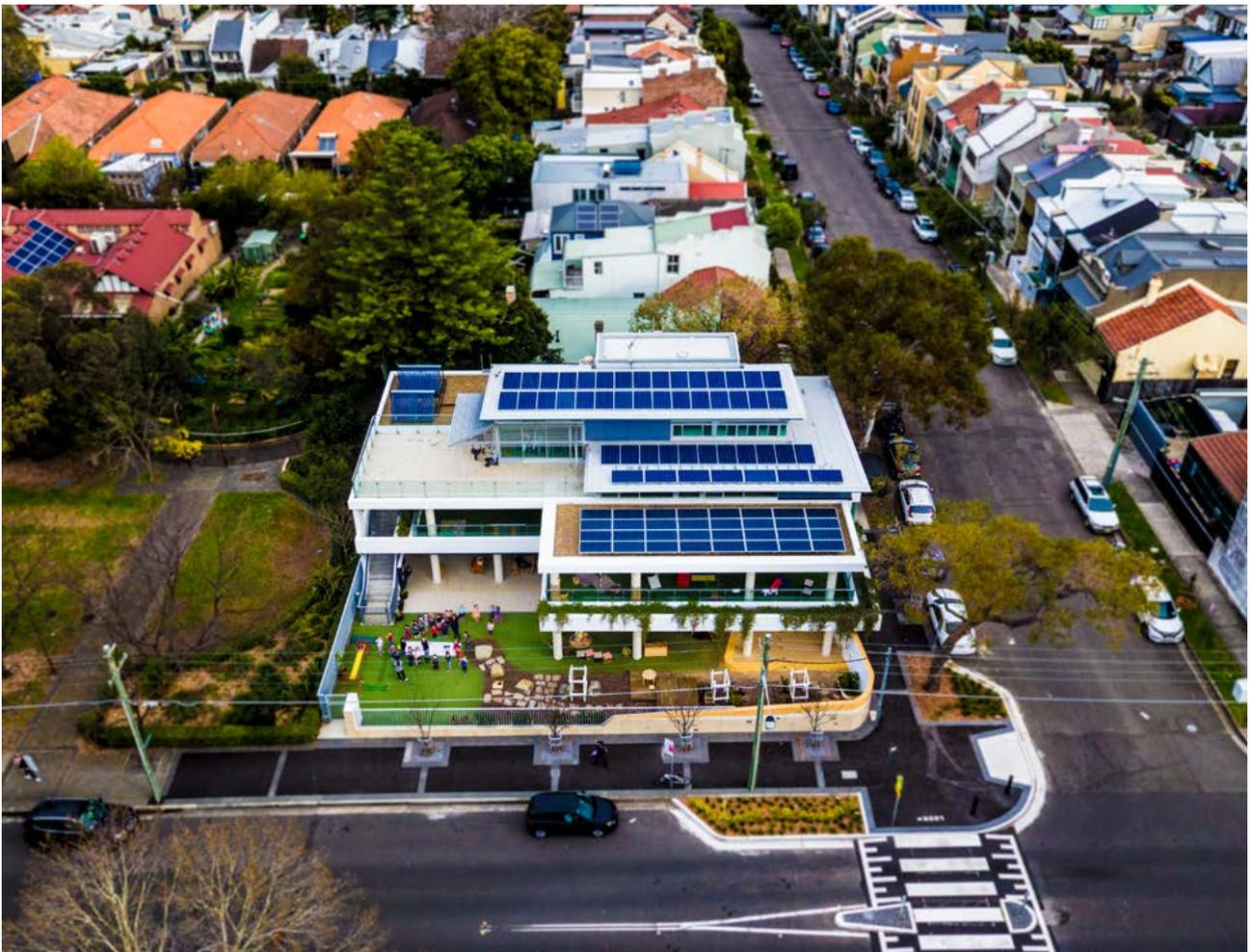
Asset Inventory and Values

The table below details the current value of Council's building assets:

Council Operational Buildings	GRC	WDV	ADE
Council Administration & Depot, 8	$30,591,944	$17,163,230	$579,423
Cultural and Public Facilities			
Amenities Building , 7	$18,476,921	$10,023,216	$357,020
Childcare Facilities, 5	$10,888,877	$6,361,021	$229,917
Community Centres & Halls, 11	$114,999,058	$59,413,793	$2,133,535
Surf Club & Lifesaving Facilities , 11	$21,876,659	$11,886,889	$423,721
Cemeteries, 7	$4,004,549	$944,510	$50,057
Carpark, 3	$117,000	$46,800	$1,463
Residential Lease , 2	$3,887,984	$2,180,092	$68,289
Community Tenancies, 12	$6,092,236	$2,609,291	$104,403
Social Housing, 5	$14,915,696	$6,706,578	$275,709
Affordable Housing, 18	$27,451,540	$16,437,751	$355,286
Commercial Buildings			
Commercial Premises, 7	$2,283,850	$1,165,710	$33,824
Investment Properties, 11	$35,525,000	$21,315,000	$35,500
Tunnel			
Tunnel , 2	$4,000,000	$800,000	$40,000
Grand Total	**$295,111,315**	**$157,053,882**	**$4,688,148**

GRC - Gross Replacement Cost   WDV - Written Down Value   ADE - Annual Dep Expense

Asset Condition

The table below details the current conditions of Council's building assets:

Condition Rating	Description of condition
● 1 Very Good	Only normal maintenance required
● 2 Good	Minor defects only
● 3 Fair	Maintenance required
● 4 Poor	Renewal/upgrade required
● 5 Very Poor	Replacement required

Details of the asset component condition data can be found in the Asset Management Manual.

Community Consultation

The process for the current SAMP process involved undertaking three different types of consultation to collect the right information for Council to make an assessment and review/update the service levels set out in the SAMP.

The different types of consultation included:

i)   the standardised Topline survey that Council undertakes on a regular basis;

ii) an online asset prioritisation survey offered to the community;

iii) an engagement panel of 22 community members who undertook four asset workshops to learn about the asset classes and service levels.

The consultations were conducted to determine a range of community expectations and priorities.

The key findings have resulted in some minor changes to the service levels as defined in each asset class. It is clear to say that the existing service levels are consistently quite high and that the community's expectation is that these levels are maintained.

Some minor tweaks and rationalising of these service levels is required and this is presented within this SAMP. Any further increases to these service levels would require additional capital and maintenance funding which has not been factored into the existing regulatory period process.

Assets in this consultation group include amenities buildings, early education centres, community centres and halls, Council administration buildings and depots, surf clubs and lifesaving facilities, commercial premises and community tenancies, cemetery buildings, residential leases and social housing.

Importance of asset group

Participants discussed that building infrastructure assets are important for Waverley over the next ten years for the following reasons:

- **Heritage value** and **representation of local character**. Participants commented on the impact of overdevelopment and expressed the importance of retaining Waverley's cultural identity.

- Housing **community services** and providing spaces that promote community connection, such as the Community Men's Shed. This was particularly important for people living in apartments.

- Supporting **independent and small local businesses** which participants identified will help to create local culture and a sense of community.

- To mitigate further **gentrification** of the Waverley area.

Participants' priority assets for renewal

1. Community centres and halls

2. Amenities buildings

3. Surf and lifesaving clubs

Participants' priority assets for maintenance

1. Amenities buildings

2. Community centres and halls

3. Surf and lifesaving clubs

Key points of discussion

- Participants discussed that buildings assets are important for their heritage value. They expressed disappointment in the fact that community members have historically had to protest to save iconic buildings from development.

- Participants discussed whether Council should manage affordable housing and early education centres. Several participants expressed that more social housing is needed in the LGA and that it is important for Council to continue to manage affordable early education centres and community centres to support vulnerable members of the community, while others expressed these assets should be privatised.

- Many participants did not consider building infrastructure to be an important asset class, however, after conversation with the participants and further reflection, many participants changed their thinking to realise that buildings need to be maintained so they continue to be used by people and remain an asset for community services and connection. It was also highlighted that buildings could be more energy efficient.

Select participant quotes:

"All the buildings need to be maintained for services to continue and heritage in the area looked after."

"The Bondi Pavilion is us."

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at the buildings asset class to create tailored measurable target performance measure. These asset based levels of service have been individually consulted with the community and extrapolation of general principles was used to match the community's expectations.

Accessibility Availability to the community as required

Performance Measurement Process	Target Performance
Monitor operating days	356 days/year

Utilisation No of patrons accessing the facility

Performance Measurement Process	Target Performance
Facility attendance reports	Increase annual total patronage by 5%

Quality / condition Percent of assets in preferred condition better (by value)

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Condition assessment	100% of assets in condition 3 or better	94

Reliability / Responsiveness Percent compliance with Council's documented response time

Performance Measurement Process	Target Performance
CRMS data	90%

Customer Service Percent satisfaction with service provision

Performance Measurement Process	Target Performance
Community satisfaction report	'High' satisfaction score

Sustainability

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Consumption ratio	Between 50% and 75%	53
Renewal funding ratio	Between 90% and 110%	116
Long term funding ratio	Between 95% and 105%	142
Backlog ratio	Less than 2%	2

Safety

Performance Measurement Process	Target Performance
Compliance with Fire Safety regulation-Annual Inspection	100% compliance
Electrical isolation switches operational-Annual Inspections of all residential properties	100% compliance

Community Service Levels

Asset Sub Class	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	Current Backlog Ratio (SAMP6)
Buildings		100%	93%	94%	6%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates Council's knowledge and understanding of the asset's life cycle requirements. Renewal plans have been developed, using age and condition based data, resulting in more realistic renewal patterns and renewal expenditure requirements.

Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$5,461,629	$10,754,024	$13,775,649	$11,399,000	$6,880,500
New and Expanded Assets	$1,925,120	$8,572,303	$5,827,697	$0	$0
Operational & Maintenance (O&M)	$5,567,324	$5,665,979	$5,810,188	$5,963,633	$6,115,873
Total Actual Expenditure	$12,954,073	$24,992,306	$25,413,534	$17,362,633	$12,996,373
Required					
Renewal	$4,688,148	$4,805,352	$4,925,486	$5,048,623	$5,174,839
New and Expanded Assets	$1,925,120	$8,572,303	$5,827,697	$0	$0
Operational & Maintenance (O&M)	$5,902,226	$6,049,782	$6,201,026	$6,356,052	$6,514,953
Total Required Expenditure	$12,515,495	$19,427,437	$16,954,209	$11,404,675	$11,689,792
Overall (GAP)	$438,578	$5,564,868	$8,459,324	$5,957,957	$1,306,581

Actual	2027/28	2028/29	2029/30	2031/31	2032/33
Renewal	$4,605,300	$4,434,800	$5,445,850	$5,285,915	$4,075,877
New and Expanded Assets	$4,000,000	$4,000,000	$0	$0	$1,600,000
Operational & Maintenance (O&M)	$6,272,023	$6,432,134	$6,596,370	$6,764,821	$6,937,542
Total Actual Expenditure	$14,877,323	$14,866,934	$12,042,220	$12,050,736	$12,613,418
Required					
Renewal	$5,304,210	$5,436,815	$5,572,735	$5,712,054	$5,854,855
New and Expanded Assets	$4,000,000	$4,000,000	$0	$0	$1,600,000
Operational & Maintenance (O&M)	$6,677,827	$6,844,773	$7,015,892	$7,191,290	$7,371,072
Total Required Expenditure	$15,982,037	$16,281,588	$12,588,628	$12,903,343	$14,825,927
Overall (GAP)	-$1,104,714	-$1,414,654	-$546,407	-$852,608	-$2,212,509

Financial Ratios

The following charts highlights the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category compared to the required expenditure to maintain and improve the current asset portfolio in accordance with Council's agreed service levels.

Building Infrastructure Renewals
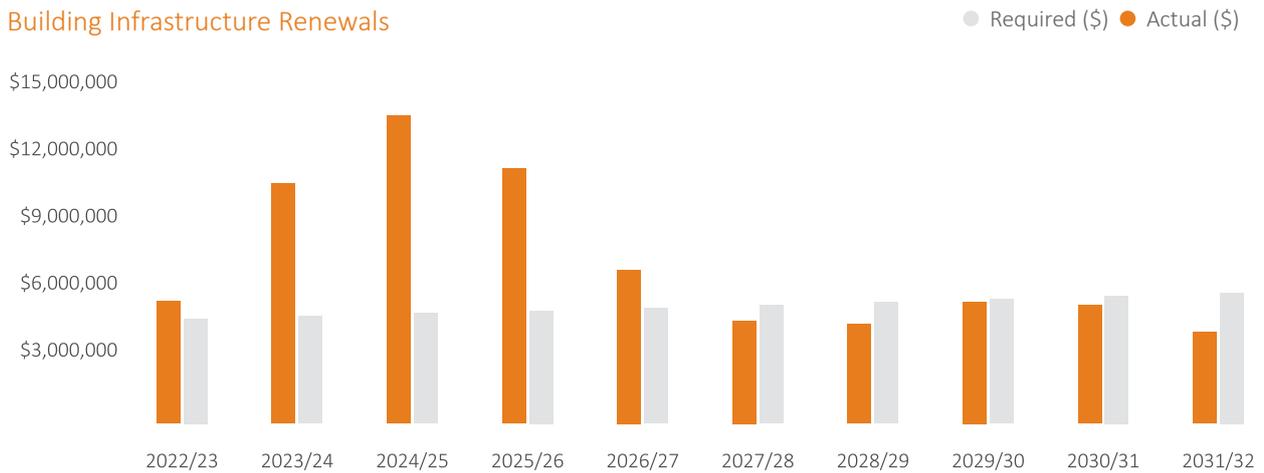
● Required ($) ● Actual ($)

Building Infrastructure Operations and Maintenance Expenditure

● Required ($) ● Actual ($)

Building Infrastructure Total Expenditure

● Required ($) ● Actual ($)

Financial Ratios (continued)

Cost to Agreed Service Level

The cost to an agreed service level is calculated as the full cost of assets below the Council's target service level. The table below indicates the value of the assets at or above Council's target condition, the current value of the assets in their current condition and the gap being the cost to the agreed service level.

The table shows a cost to agreed service level of $17million.

Category	Required value of assets at target condition	Current value of assets in target condition	Gap
Buildings (combined)	$295,111,314.58	$278,080,859.82	$17,030,454.76

Renewals Plan

The renewals plan for the buildings is taken from the 'ATP Property Condition Assessment, Ten Year Program of Expenditure' and expected capital enhancement projects. A summary of the renewals requirements is shown below.

Category	2022/23	2023/24	2024/25	2025/26	2026/27
Building Renewal Program	$2,000,000	$3,037,900	$2,365,000	$2,699,000	$2,000,000
Building Replacement Program	$2,980,349	$5,573,048	$9,953,725	$8,700,000	$4,200,000
Combined	$4,980,349	$8,610,948	$12,318,725	$11,399,000	$6,200,000

Category	2027/28	2028/29	2029/30	2030/31	2031/32
Building Renewal Program	$3,037,900	$2,365,000	$2,699,000	$2,680,500	$3,605,300
Building Replacement Program			$1,500,000	$1,500,000	
Combined	$3,037,900	$2,365,000	$4,199,000	$4,180,500	$3,605,300

Operational and Maintenance

Council is currently running a budget that is funding asset maintenance in line with industry benchmarks. Council's wider asset management strategy to undertake asset renewals as a priority, has shifted in the last few years to ensure adequate maintenance funding is allocated to maintain our service levels. Implementing proactive long term maintenance tasks will ensure that the whole of the life of the assets is realised.

Council will work to get a better understanding of it's actual expenditure on building assets. The current expenditure is split across several service areas. Improved reporting on actual maintenance and operational expenditure will allow Council to make better long term decision in relation to this asset class.

Council currently has no documented maintenance strategy for buildings maintenance. Council's maintenance is currently in two forms:

- Cyclical maintenance activities;
- Reactive maintenance activities.

Council's cyclical maintenance activities include pest control, fire safety inspections and ongoing cleaning. These are generally carried out under a periodic contract using suitably qualified contractors. The remainder of the maintenance activities are reactive in nature. Most of the defects are notified to staff via Council's customer request system.

Critical Assets

The following assets have been identified as critical assets for the buildings asset class:

- SES building;
- AIF (Depot);
- Syd Einfeld Depot;
- Waverley Library (Evacuation Centre);
- Margaret Whitlam Recreation Centre (Evacuation Centre);
- Council Chambers.

Mitigation plans are currently in planning stage and will be developed as per the improvement actions of this plan.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system. The overall confidence level of the plan is considered to be 'Reliable'.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missings, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations, and analysis that is incomplete, or unsupported, or extrapolated from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop an ongoing defect, condition and safety inspection strategy for all building assets.	Year 1	High
Asset data	Consider the implementation of a maintenance / building management system to assist in the management of Council's building assets.	Year 3	Medium
	Update relevant asset registers and systems to include correct asset inventory and condition data. Include any assets missed and delete any assets no longer existing.	Year 2	Medium
Asset valuation	New building valuation details to be included / updated in the current financial system.	Year 2	High
Asset performance	Develop an ongoing planned maintenance program for all of Council's buildings addressing high risk defects and improving overall building condition.	Year 2	High
Renewal planning	Develop a comprehensive building renewal program based on improving overall asset condition and asset functionality.	Year 2	Medium
Risk management	Prepare risk mitigation plans for the critical building assets identified in this plan.	Year 2	Medium

Supporting Documentation on Buildings can be found in the Asset Management Manual.

4.0 Living Infrastructure

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's living infrastructure needs. These assets include corridors, trees, amenity landscape, and turf. The asset inventory, and conditions are detailed below.

Asset Inventory and Values

The table below details the current value of Council's living infrastructure assets:

Corridors	GRC	WDV
Natural Vegetation Corridors & Reserves, 297720m^2	$3,126,060	$1,355,616
Ecological Significant Infrastructure, 60000m^2	$629,076	$303,623

Trees	GRC	WDV
Trees, 22000	$115,500,000	$73,619,700

Amenity landscaping		
Garden Beds, 69000m^2	$6,128,063	$3,944,316
Verge, 571000m^2	$5,975,876	$4,631,303

Turf		
Amenity Landscape, 441584.4m^2	$5,071,128	$3,732,267
Sports Fields, 176633.76m^2	$3,380,752	$2,488,178
Grand Total	**$139,810,955**	**$90,075,004**

GRC - Gross Replacement Cost   WDV - Written Down Value

Asset Condition

The table below details the current conditions of Council's living infrastructure assets:

Condition Rating	Description of condition
● 1 Very Good	Only normal maintenance required
● 2 Good	Minor defects only
● 3 Fair	Maintenance required
● 4 Poor	Renewal/upgrade required
● 5 Very Poor	Replacement required

Details of the asset component condition data can be found in the Asset Management Manual.

Community Consultation

The process for the current SAMP process involved undertaking three different types of consultation to collect the right information for the Council to make an assessment and review/update the service levels set out in the SAMP.

The different types of consultation included:

i)   the standardised topline survey that Council undertakes on a regular basis;

ii) an online asset prioritisation survey offered to the community;

iii) an engagement panel of 22 community members who undertook four asset workshops to learn about the asset classes and service levels.

The consultations were conducted to determine a range of community expectations and priorities.

The key findings have resulted in some minor changes to the service levels as defined in each asset class. It is clear to say that the existing service levels are consistently quite high and that the community's expectation is that these levels are maintained.

Some minor tweaks and rationalising of these service levels is required and this is presented within this SAMP. Any further increases to these service levels would require additional capital and maintenance funding, which has not been factored into the existing regulatory period process.

Assets in this consultation group include park trees, native (remnant) vegetation, restored native bushland, garden beds and turf.
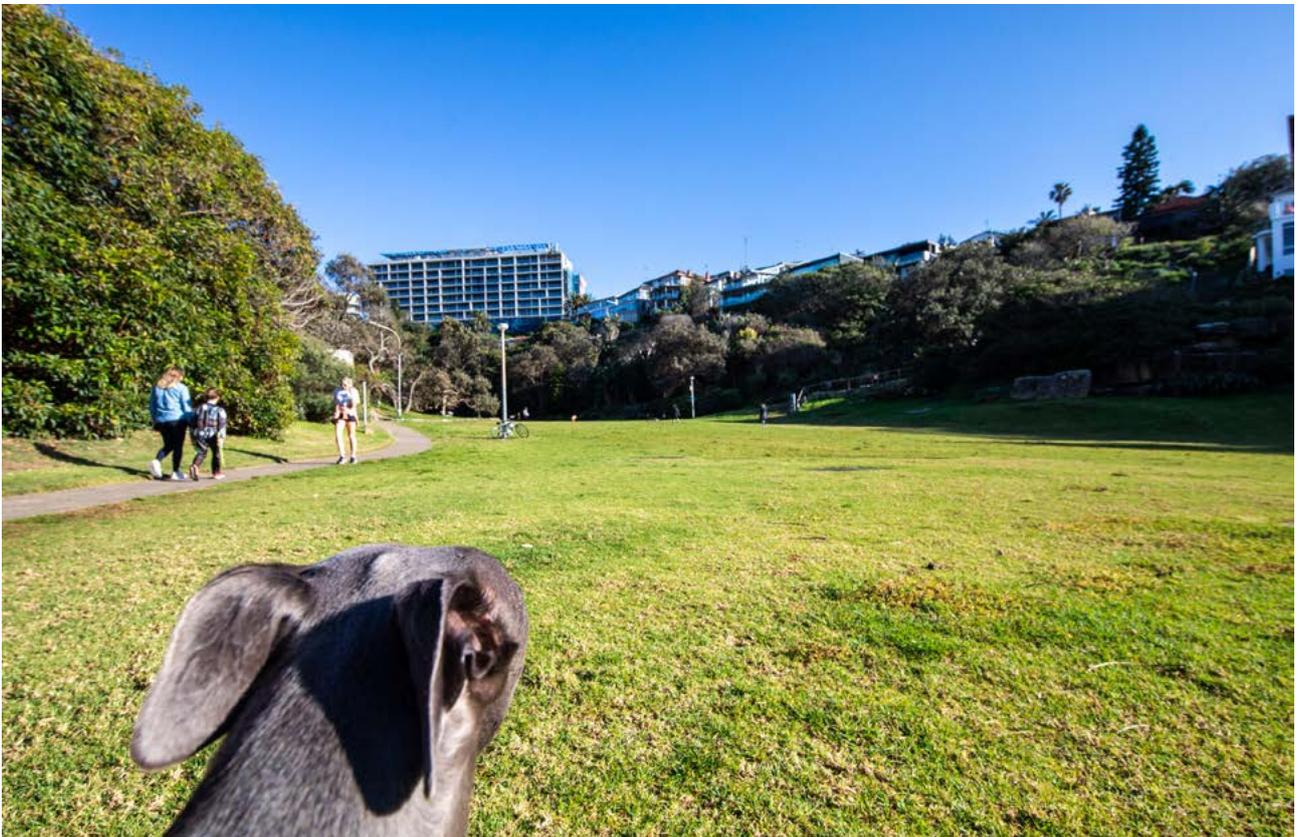
Importance of asset group

Participants discussed that living infrastructure assets are important for Waverley over the next ten years for the following reasons:

- It is **aesthetically pleasing** and creates a beautiful and welcoming place to live in.
- Provides **mental and physical health benefits** and enhancesthe quality of life.
- Supporting **habitat** for flora and fauna.
- Improves **microclimate** and purifies the air, which is important in the context of climate change.
- **Future density and development** in the Waverley area means that people will need public parks and green spaces, especially for people living in apartments.

Participants' priority assets for renewal

1. Public gardens
2. Remnant vegetation
3. Restored native bushland

Participants' priority assets for maintenance

1. Public gardens
2. Remnant vegetation
3. Restored native bushland

Key points of discussion

- Participants commented that they would like to see more nature strips planted with native vegetation that is attractive to local fauna and would like the Council to prioritise trees for shade and cooling over aesthetics due to future climate change impacts.
- Some participants commented that they would like to see more trees near to the coastline and better use of the area where Sculptures by the Sea takes place.
- Participants expressed that there should be more public gardening and composting in public spaces because it has positive environmental, recreational, community building and mental health benefits. It was noted that community gardening is particularly important for apartment dwellers and is an intergenerational activity. Some participants would also like to see more facilities and/or programs relating to composting and recycling.
- It was noted that street trees were discussed within the roads infrastrucutre asset class and were a high priority for participants.

Select participant quotes:

"Immersing ourselves in 'greenspace' not only has positive physical health benefits but also positive for mental health."

"Green space can create refuges of peace and quiet within built up environment."

"More large trees need to be retained and planted to provide shade and beauty and to help combat global warming."

"Increased density means less backyards, so park areas are important."

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at the living infrastructure asset class to create tailored measurable target performance measures. These asset based levels of service have been individually consulted with the community and extrapolation of general principles was used to match the community's expectations.

Quality/Condition Percent of assets in condition 2 or better (by value)

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Condition assessment %	90% In condition 3	92.69%

Reliability/Responsiveness Percent compliance with Council's documented response time

Performance Measurement Process	Target Performance
CRMS data	90%

Customer Service Percent satisfaction with service provision

Performance Measurement Process	Target Performance
Community satisfaction report	'High' satisfaction score

Sustainability

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Consumption ratio	Between 50% and 75%	61%
Backlog ratio	Less than 2%	2%

Living Infrastructure Community Service Levels

Asset Sub Class	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
Corridors	90.00%	75.00%	44.65%	30.35%
Trees	90.00%	97.00%	95.00%	2.00%
Amenity Landscaping	90.00%	90.00%	87.47%	2.53%
Turf	90.00%	97.00%	90.00%	7.00%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure and are calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates the Council's knowledge and understanding of the asset's life cycle requirements. Renewals plans have been developed, using age and condition based data, resulting in more realistic renewal patterns and renewal expenditure requirements.

Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$550,000	$1,425,100	$1,460,728	$1,544,552	$1,023,046
New and Expanded Assets	$0	$608,000	$674,450	$638,780	$708,594
Operational & Maintenance (O&M)	$5,815,000	$5,943,000	$6,074,000	$6,208,000	$6,344,000
Total Actual Expenditure	$6,365,000	$7,976,100	$8,209,178	$8,391,332	$8,075,640
Required					
Renewal	$550,000	$1,425,100	$1,460,728	$1,544,552	$1,023,046
New and Expanded Assets	$0	$608,000	$674,450	$638,780	$708,594
Operational & Maintenance (O&M)	$4,893,383	$5,015,718	$5,141,111	$5,269,639	$5,401,380
Total Required Expenditure	$5,443,383	$7,048,818	$7,276,288	$7,452,971	$7,133,020
Overall (GAP)	$921,617	$927,282	$932,889	$938,361	$942,620

Actual	2027/28	2028/29	2029/30	2031/32	2032/33
Renewal	$1,440,034	$1,046,469	$1,046,867	$2,102,428	$705,699
New and Expanded Assets	$671,118	$744,467	$705,094	$782,155	$740,789
Operational & Maintenance (O&M)	$6,484,000	$6,626,000	$6,772,000	$6,921,000	$7,073,000
Total Actual Expenditure	$8,595,153	$8,416,935	$8,523,960	$9,805,584	$8,519,488
Required					
Renewal	$1,440,034	$1,046,469	$1,046,867	$2,102,428	$705,699
New and Expanded Assets	$671,118	$744,467	$705,094	$782,155	$740,789
Operational & Maintenance (O&M)	$5,536,414	$5,674,825	$5,816,695	$5,962,113	$6,111,165
Total Required Expenditure	$7,647,567	$7,465,760	$7,568,656	$8,846,696	$7,557,653
Overall (GAP)	$947,586	$951,175	$955,305	$958,887	$961,835

Financial Ratios

The following charts highlight the asset renewal, maintenance, and operational expenditure and total asset expenditure for the asset category compared to the required expenditure to maintain and improve the current asset portfolio in accordance with Council's agreed service levels.

Living Infrastructure Renewals
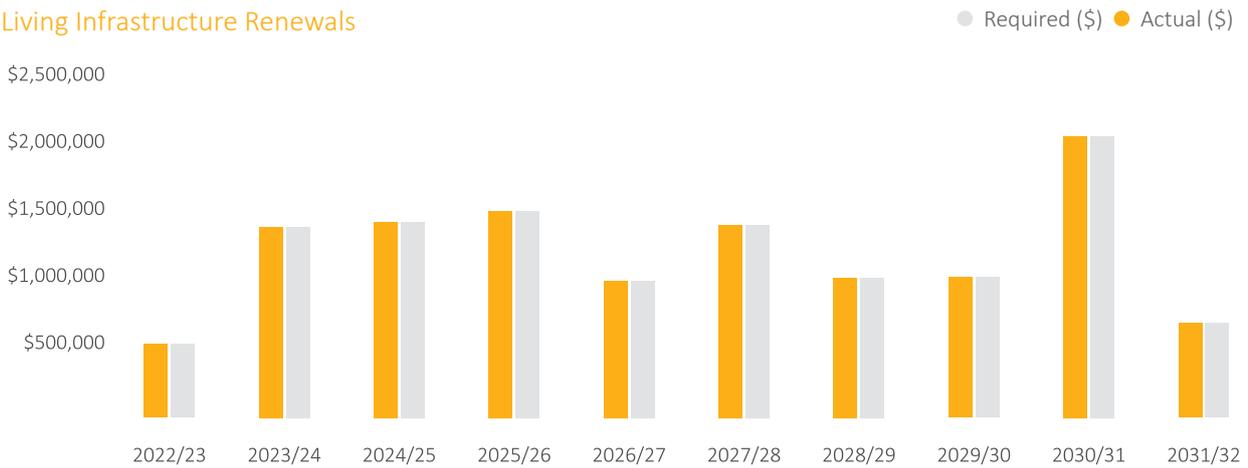
Required ($) ● Actual ($)

Living Infrastructure Operations and Maintenance Expenditure

Required ($) ● Actual ($)

Living Infrastructure Total Expenditure

Required ($) ● Actual ($)

Financial Ratios (continued)

Cost to Agreed Service Level

The cost to an agreed service level is calculated as the full cost of assets below the Council's target service level. The table below indicates the value of assets at or above Council's target condition, the current value of the assets in their current condition and the gap being the cost to the agreed service level.

The table shows a cost to agreed service level of $960,000.

Asset Sub Class	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Corridors	$3,379,622.40	$2,417,771.02	$961,851.38
Trees	$103,950,000.00	$109,725,000.00	
Amenity Landscaping	$10,893,544.20	$18,088,111.92	
Turf	$7,606,692.45	$13,205,093.58	
Combined			$961,851.38

Renewals Plan

Using known capital renewals projects, Council has generated an asset based renewals plan for the living infrastructure. This is shown for each category below:

Category	2022/23	2023/24	2024/25	2025/26	2026/27
Living Infrastructure- Landscaping	$50,000	$925,100	$948,228	$1,019,240	$484,601
Tree Planting	$200,000	$200,000	$205,000	$210,125	$215,378
Living Infrastructure- Turf	$300,000	$300,000	$307,500	$315,188	$323,067
Combined	$550,000	$1,425,100	$1,425,100	$1,544,552	$1,023,046

Category	2027/28	2028/29	2029/30	2030/31	2031/32
Living Infrastructure- Landscaping	$888,128	$480,765	$467,020	$1,508,086	$96,498
Tree Planting	$220,763	$226,282	$231,939	$237,737	$243,681
Living Infrastructure- Turf	$331,144	$339,422	$347,908	$356,606	$365,521
Combined	$1,440,034	$1,046,469	$1,046,867	$2,102,428	$705,699

Operational and Maintenance

Council is currently running a budget that is funding asset maintenance in line with industry benchmarks. Council's wider asset management strategy to undetake asset renewals as a priority, has shifted in the last few years to ensure adequate maintenance funding is allocated to maintain our service levels. Implementing proactive long term maintenance tasks will ensure that the whole of the life of the assets is realised.

Council will work to get a better understanding of it's actual expenditure on living infrastructure assets. Currently expenditure is split across several service areas. Improved reporting on actual maintenance and operational expenditure will allow Council to make better long term decisions in relation to this asset class.

Council has a structured maintenance plan for it's parks and living assets. Council's parks assets are maintained on a cyclical basis across the area based on Council's parks hierarchy and perceived need for various assets. Council also undertakes regular and ongoing inspections of it's assets to mitigate the risk of injury to park users and to guide maintenance activities across the portfolio.

Council also reacts to the needs of the parks users by responding to their maintenance and defects requests in a timely manner.

Critical Assets

Council has identified no critical assets in this asset class.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system. The overall confidence level of the plan is considered to be 'Uncertain'.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missings, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations, and analysis that is incomplete, or unsupported, or extrapolated from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all assets is consistent, useful, and reliable for reporting.	Year 1	High
Asset data	Develop an overarching strategy on how to handle living infrastructure taking into account current and future accounting requirements and practical asset management requirements.	Year 3	High
Renewal planning	Identify the current and future renewals and expansion plans for living assets, in particular how trees and bushland/vegetation will be managed from an operational and asset management perspective.	Year 2	Medium

5.0 Recreational and Open Space Infrastructure

← Click here

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's recreational and open space infrastructure needs. These assets include recreational and cemetery assets. The asset inventory, values and conditions are detailed below.

Asset Inventory and Values

The table below details the current value of Council's recreational and open space assets:

Recreational	GRC	WDV	ADE
Play Grounds / Play Equipment- Major, 259	$4,887,647	$2,873,259	$318,251
Public Art / Monuments / Sculptures, 39	$3,088,550	$2,074,195	$50,829
Raingardens, 7	$583,333	$385,000	$38,889
Sports Furniture, 13	$872,118	$625,095	$36,407
Awnings and Shade Structures, 35	$1,988,801	$1,133,407	$51,291
Picnic Shelters / BBQ , 46	$3,486,075	$2,500,535	$71,351
Fitness Station / Furniture, 6	$961,000	$728,200	$32,033
Sports Field/Hardcourt playing surface, 9	$4,485,500	$3,496,400	$207,700
Coastal Pools, 3	$13,322,000	$7,968,800	$88,813
Coastal Pools (pump), 2	$360,251	$288,201	$18,013
Skate Park Facilities, 1	$1,625,000	$975,000	$108,333
Cemetery			
Contemplation Shelter, 7	$2,800,000	$1,120,000	$18,667
Grand Total	**$38,460,276**	**$24,168,092**	**$1,040,577**

GRC - Gross Replacement Cost   WDV - Written Down Value   ADE - Annual Dep Expense

Asset Condition

The table below details the current value of Council's recreational and open space assets:

Recreational

Condition Rating	Description of condition
● **1 Very Good**	Only normal maintenance required
● **2 Good**	Minor defects only
● **3 Fair**	Maintenance required
● **4 Poor**	Renewal/upgrade required
● **5 Very Poor**	Replacement required

Community Consultation

The process for the current SAMP process involved undertaking three different types of consultation to collect the right information for Council to make an assessment and review/update the service levels set out in the SAMP.

The different types of consultation included:

i) the standardised Topline survey that Council undertakes on a regular basis;

ii) an online asset prioritisation survey offered to the community;

iii) an engagement panel of 22 community members who undertook four asset workshops to learn about the asset classes and service levels.

The consultations were conducted to determine a range of community expectations and priorities.

The key findings have resulted in some minor changes to the service levels as defined in each asset class. It is clear to say that the existing service levels are consistently quite high and that the community's expectation is that these levels are maintained

Some minor tweaks and rationalising of these service levels is required and this is presented within this SAMP. Any further increases to these service levels would require additional capital and maintenance funding which has not been factored into the existing regulatory period process.

Assets in this consultation group include kids' playgrounds and fitness stations, boardwalks, sports fields (e.g. basketball and netball courts), recreation facilities (e.g. skate parks), coastal pools, clean beaches and clean water, picnic shelters, public art, statues and monuments.

Importance of asset group

Participants discussed that recreational and open space infrastructure assets are important for Waverley over the next ten years for the following reasons:

- **Increased density and development** means residents will need public spaces and green areas.
- **Apartment dwellers** need open space and public recreation, especially for young families.
- Promoting **active lifestyles** and improving **quality of life.**
- Providing spaces for **young people** to spend time together and play sports.
- **Affordable entertainment and recreation** options for the community.

Participants' priority assets for renewal

1. Boardwalks

2. Kids playgrounds and fitness stations

3. Sportsfields and recreation facilities

Participants' priority assets for maintenance

1. Clean beaches and clean water

2. Boardwalks

3. Sportsfields and recreation facilities

Key points of discussion

- Participants discussed that sports fields and recreational facilities (e.g. basketball and netball courts) are currently in high demand and that Council will need to manage this into the future given the population forecast and increase in high-rise living.
- Some participants discussed that Council can be more innovative in their open space and recreational facilities and provided examples from Liverpool and Melbourne. It was indicated that multiuse spaces and objects can create additional recreational facilities. (e.g. a bench outside of a basketball court can double as a skateable object).

Select participant quotes:

"As density increased public space will be important for general happiness, especially for those of us with kids."

"Living with COVID recently shows it is so important to have open spaces for mental health."

"Recreation and outdoor space has always been important to those that love being outdoors, and I think this will continue to grow. It's a key reason several people move to Australia."

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at the recreational and open space infrastructure asset class to create tailored measurable target performance measure. These asset based levels of service have been individually consulted with the community and extrapolation of general principles was used to match the community's expectations.

Quality/Condition Percent of assets in preferred condition better (by value)

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Condition assessment %	90% of assets in condition 3 or better	95.57%

Reliability/Responsiveness Percent compliance with Council's documented response time

Performance Measurement Process	Target Performance
CRMS data	90%

Customer Service Percent satisfaction with service provision

Performance Measurement Process	Target Performance
Community satisfaction report	'High' satisfaction score

Sustainability

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Consumption ratio	Between 50% and 75%	62.8%
Renewal funding ratio	Between 90% and 110%	144.7%
Long term funding ratio	Between 95% and 105%	124.3%
Backlog ratio	Less than 2%	1.3%

Safety Compliance with playground safety inspections.

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Annual Inspection	100% compliance	100%

Recreational and Open Space Infrastructure Community Service Levels

Asset Sub Class	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
Recreational	90%	99.2% (for condition 1,2 and 3)	95.57%	0%
Cemeteries	90%	91.80%	92.86%	0%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates Council's knowledge and understanding of the asset's life cycle requirements. Renewals plans have been developed, using age and condition based data, resulting in more realistic renewal patterns and renewal expenditure requirements.

Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$1,505,700	$920,500	$2,235,896	$1,588,241	$2,947,937
New and Expanded Assets	$995,300	$1,719,500	$1,558,241	$2,180,675	$1,863,402
Operational & Maintenance (O&M)	$5,200,943	$5,338,129	$5,479,177	$5,646,348	$5,799,968
Total Actual Expenditure	$7,701,943	$7,978,129	$9,273,315	$9,415,264	$10,611,307
Required					
Renewal	$1,040,577	$1,066,591	$1,093,256	$1,120,587	$1,148,602
New and Expanded Assets	$995,300	$1,719,500	$1,558,241	$2,180,675	$1,863,402
Operational & Maintenance (O&M)	$5,200,943	$3,846,028	$4,145,766	$4,421,360	$4,687,718
Total Required Expenditure	$7,236,820	$6,632,119	$6,797,263	$7,722,622	$7,699,722
Overall (GAP)	$465,123	$1,346,010	$2,476,051	$1,692,642	$2,911,585

Actual	2027/28	2028/29	2029/30	2031/31	2031/32
Renewal	$678,237	$1,536,593	$547,058	$1,475,284	$906,325
New and Expanded Assets	$1,790,673	$1,258,540	$1,734,453	$1,232,265	$1,888,425
Operational & Maintenance (O&M)	$5,957,773	$6,119,880	$6,286,407	$6,457,472	$6,633,197
Total Actual Expenditure	$8,426,683	$8,915,013	$8,567,918	$9,165,021	$9,427,947
Required					
Renewal	$1,177,317	$1,206,750	$1,236,919	$1,267,842	$1,299,538
New and Expanded Assets	$1,790,673	$1,258,540	$1,734,453	$1,232,265	$1,888,425
Operational & Maintenance (O&M)	$5,022,979	$5,334,893	$5,647,333	$5,914,370	$6,235,675
Total Required Expenditure	$7,990,969	$7,800,183	$8,618,705	$8,414,477	$9,423,638
Overall (GAP)	$435,714	$1,114,829	-$50,787	$750,544	$4,309

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category compared to the required expenditure to maintain and improve the current asset portfolio in accordance with Council's agreed service levels.

Recreational and Open Space Infrastructure Renewals

● Required ($) ● Actual ($)

Recreational and Open Space Operations and Maintenance Expenditure

● Required ($) ● Actual ($)

Recreational and Open Space Infrastructure Total Expenditure

● Required ($) ● Actual ($)

Financial Ratios (continued)

Cost to Agreed Service Level

The cost to an agreed service level is calculated as the full cost of assets below the Council's target service level. The table below indicates the value of the assets at or above Council's target condition, the current value of the assets in their current condition and the gap being the cost to the agreed service level.

The table shows that the condition of Council's recreational and open space infrastructure is currently above agreed service levels.

Asset Sub Class	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Recreational	$28,528,220	$34,079,678	
Cemeteries	$2,520,000	$2,600,000	
Combined			**$0**

Renewals Plan

Using the asset's remaining useful life, condition and intervention level, Council has generated an asset based renewals plan for the recreational and open space infrastructure. The renewal amounts shown for each asset category are based on the optimal year for renewal. This creates peaks and troughs in the distribution of the annual renewal amounts due to the various ages and conditions of the assets. It is recommended that the ten yea renewal plan term is reviewed against the planned capital renewal projects, so as to allow a refinement of the plan.

Category	2022/23	2023/24	2024/25	2025/26	2026/27
Park & Playground- Planning and Design	$220,000	$225,500	$231,138	$236,916	$242,839
Park & Playground- Renewal and Upgrades	$1,931,000	$500,000	$2,300,000	$420,000	$620,000
Recreational Asset Renewal	$-	$589,500	$663,000	$1,612,000	$3,348,500
Combined	$2,151,000	$1,315,000	$3,194,138	$2,268,916	$4,211,339

Category	2027/28	2028/29	2029/30	2030/31	2031/32
Park & Playground- Planning and Design	$248,910	$255,133	$261,511	$268,049	$274,750
Park & Playground- Renewal and Upgrades	$520,000	$640,000	$520,000	$1,320,000	$1,020,000
Recreational Asset Renewal	$200,000	$1,300,000		$519,500	
Combined	$968,910	$2,195,133	$781,511	$2,107,549	$1,294,750

Operational and Maintenance

Council is currently running a budget that is funding asset maintenance in line with industry benchmarks. Council's wider asset management strategy to undertake asset renewals as a priority, has shifted in the last few years to ensure adequate maintenancefunding is allocated to maintain our service levels. Implementing proactivelong term maintenance tasks will ensure that the whole of the life of theassets is realised.

Council will work to get a better understanding of its actual expenditure on recreational & open space assets. The current
expenditure is split across several service areas. Improved reporting on actual maintenance and operational expenditure will allow Council to make better long term decisions in relation to this asset class.

Council has a structured maintenance plan for it's parks and recreational assets. Council's parks assets are maintained on a cyclical basis, based on Council's parks hierarchy and perceived need for various assets. Council also undertakes regular and ongoing inspections of it's assets to mitigate the risk of injury to parks users and to guide maintenance activities across the portfolio.

Council is also reacts to the needs of the parks users by responding to their maintenance and defects requests in a timely manner.

Critical Assets

Council has identified no critical assets in this asset category.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system. The overall confidence level of the plan is considered to be 'Uncertain'.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missings, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations, and analysis that is incomplete, or unsupported, or extrapolated from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all assets is consistent, useful and reliable for reporting.	Year 1	High
Asset data	Undertake a full asset data collection program for all of Council's recreational and open space assets.	Year 2	High
	Develop an ongoing asset inspection strategy for all recreational and open space assets that ensure all assets are inspected on a regular and ongoing basis.	Year 3	High / Ongoing
Asset valuation	Update asset valuation and condition following a full condition inspection of all parks and recreation assets.	Year 3	Ongoing
Renewal planning	Develop a comprehensive asset renewal program based on improving overall asset condition and asset functionality.	Year 2	Medium

6.0 Parking Infrastructure

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's parking infrastructure needs. These assets include assets in carparks such as parking meters, parking systems, payment machines, parking guidance systems are more. The asset inventory, values and conditions are detailed below.

Asset Inventory and Values

The table below details the current value of Council's parking infrastructure assets:

Parking	GRC	WDV	ADE
Parking Meters/sensors	$2,400,000	$1,440,000	$160,000
Sensors External	$370,000	$222,000	$24,667
External Wayfinding Signs (panels)	$116,600	$93,280	$7,773
Parking (internal)			
Internal Parking Signs and Wayfinding, 304	$50,000	$39,500	$3,333
Parking Guidance System / Sensors (Internal & External), 1181	$600,000	$474,000	$40,000
Internal Parking Infrastructure /Payment Machines, 20	$1,140,757	$912,606	$76,050
Line Marking (Internal Parking), 26002L/M	$100,000	$40,000	$6,667
Grand Total	**$4,777,357**	**$3,221,386**	**$318,490**

GRC - Gross Replacement Cost   WDV - Written Down Value   ADE - Annual Dep Expense

Asset Condition

The table below details the current conditions of Council's parking infrastructure assets:

Condition Rating	Description of condition
● 1 Very Good	Only normal maintenance required
● 2 Good	Minor defects only
● 3 Fair	Maintenance required
● 4 Poor	Renewal/upgrade required
● 5 Very Poor	Replacement required

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at the parking infrastructure asset class to create tailored measurable target performance measure. These asset based levels of service have been individually consulted with the community and extrapolation of general principles was used to match the community's expectations.

Quality/Condition Percent of assets in preferred condition better (by value)

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Condition assessment %	90% of assets in condition 1 or 2	98%

Reliability/Responsiveness Percent compliance with Council's documented response time

Performance Measurement Process	Target Performance
CRMS data	90%

Customer Service Percent satisfaction with service provision

Performance Measurement Process	Target Performance
Community satisfaction report	'High' satisfaction score

Sustainability

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Consumption ratio	Between 50% and 75%	67%
Renewal funding ratio	Between 90% and 110%	0%
Long term funding ratio	Between 95% and 105%	174%
Backlog ratio	Less tha n 2%	0%

Parking Infrastructure Community Service Levels

Asset Sub Class	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
Carparks	90%		100%	97.91%	0.00%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates Council's knowledge and understanding of the asset's life cycle requirements. Renewal plans have been developed which provide a renewals program that will maintain and enhance the parking assets.

Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$0	$48,000	$0	$155,060	$0
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$608,018	$623,416	$643,907	$658,571	$673,606
Total Actual Expenditure	$608,018	$671,416	$643,907	$813,631	$673,606
Required					
Renewal	$318,490	$326,453	$334,614	$342,979	$351,554
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$143,321	$146,904	$150,576	$154,341	$158,199
Total Required Expenditure	$461,811	$473,356	$485,190	$497,320	$509,753
Overall (GAP)	$146,207	$198,060	$158,717	$316,311	$163,853

| Actual	2027/28	2028/29	2029/30	2030/31	2031/32
Renewal	$723,016	$2,372,294	$259,976	$0	$1,326,996
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$689,023	$713,976	$730,664	$747,785	$765,353
Total Actual Expenditure	$1,412,039	$3,086,269	$990,639	$747,785	$2,092,348
Required					
Renewal	$360,343	$369,351	$378,585	$388,050	$397,751
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$162,154	$166,208	$170,363	$174,622	$178,988
Total Required Expenditure	$522,497	$535,559	$548,948	$562,672	$576,739
Overall (GAP)	$889,542	$2,550,710	$441,691	$185,113	$1,515,609

Financial Ratios

The following charts highlights the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category compared to the required expenditure to maintain and improve the current asset portfolio in accordance with Council's agreed service levels.

Parking Infrastructure Renewals
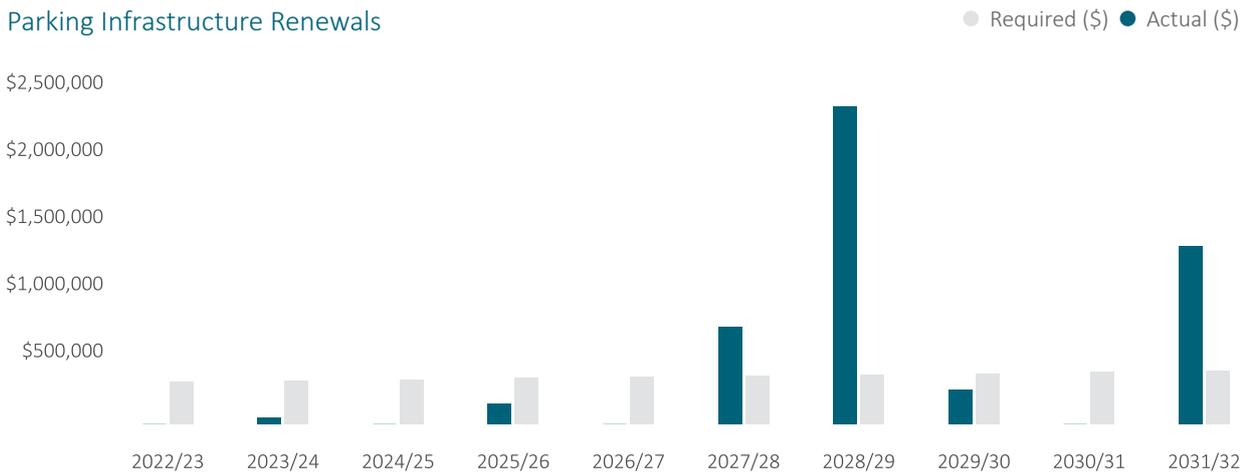

Parking Operations and Maintenance Expenditure
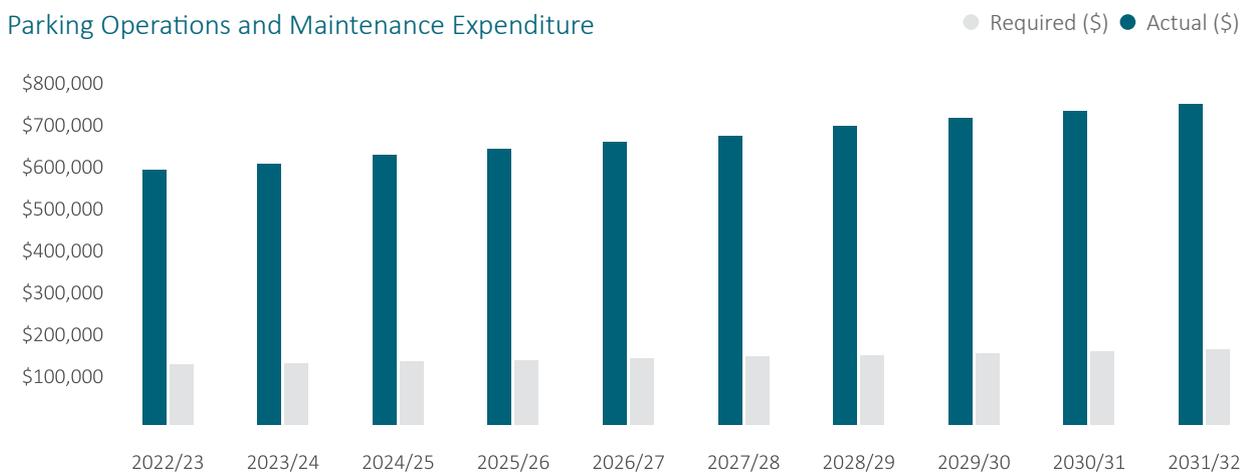
Parking Infrastructure Total Expenditure

Financial Ratios (continued)

Cost to Agreed Service Level

The cost to an agreed service level is calculated as the full cost of assets below the Council's target service level. The table below indicates the value of the assets at or above Council's target condition, the current value of the assets in their current condition and the gap being the cost to the agreed service level.

The table shows that the condition of Council's parking infrastructure is currently above agreed service levels.

Asset Sub Class	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Carparks	$4,299,621	$4,677,357	$0

Renewals Plan

Renewals for parking infrastructure is taken as the annual depreciation sum for this category. Improved knowledge of asset data will enable assessment of renewals per asset component. However, parking infrastructure is not one of Council's major asset classes, therefore a high level assessment of renewals is adequate and provides a good indication as to what the renewals budget should look like.

Category	2022/23	2023/24	2024/25	2025/26	2026/27
Parking Payment Infrastructure		$48,000			
On Street Parking Infrastructure				$155,060	
Combined		$48,000		$155,060	

Category	2027/28	2028/29	2029/30	2030/31	2031/32
Parking Payment Infrastructure	$723,016	$48,000			$1,300,757
On Street Parking Infrastructure		$2,324,294	$259,976		$26,238
Combined	$723,016	$2,372,294	$259,976		$1,326,996

Operational and Maintenance

Council is currently running a maintenance budget which is slightly under funding asset maintenance. It should be noted that this is initially part of a wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities.

Council will achieve greater long term benefits by implementing proactive long term renewal and maintenance strategies. Council will work to get a better understanding of it's actual expenditure on parking assets. The current expenditure is not easily traceable through existing financial reporting. Improved. Reporting on actual maintenance and operational expenditure will allow Council to make better long term decisions in relation to this asset class.

It should be noted that Council's parking meter assets are currently on a cyclical renewal and maintenance contract and as such are fully funded.

Critical Assets

Council has identified no critical assets in this asset class.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.The overall confidence level of the plan is considered to be 'Reliable'.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missings, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations, and analysis that is incomplete, or unsupported, or extrapolated from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all parking infrastructure assets is consistent, useful and reliable for reporting.	Year 1	High
Asset data	Develop and update relevant asset registers for parking infrastructure assets that reflects the new asset hierarchy, and includes correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets no longer existing.	Year 2	Medium
Asset valuation	Ensure that guidelines and detailed methodology is developed for the valuation of parking related assets.	Year 2	Ongoing
Renewal planning	Develop a business case model to ensure that best value is being achieved by the acquisition of new and expanded parking assets.	Year 3	Medium
	Document the current renewals strategy for parking assets and ensure that the current renewals approach achieves best value for Council.	Year 2	Medium

7.0 Plant and Equipment

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's plant and equipment needs. These assets include Council's vehicles and fleet, plant, office equipment and furniture.

Asset Inventory and Values

The table below details the current value of Council's plant and equipment assets:

	GRC	WDV	ADE
Vehicles, 215	$15,167,496	$7,673,157	$2,092,710
Office Equipment and Furniture, 2425	$13,741,430	$1,054,152	$1,402,071
Grand Total	$28,908,926	$8,727,310	$3,494,782

GRC - Gross Replacement Cost   WDV - Written Down Value   ADE - Annual Dep Expense

Asset Condition

The table below details the current conditions for Council's plant and equipment assets:
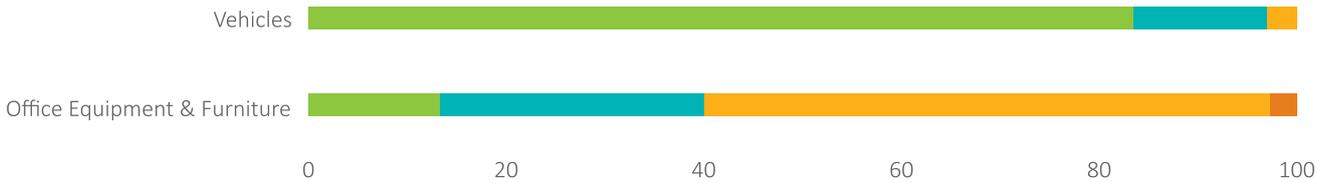
Condition Rating	Description of condition
● 1 Very Good	Only normal maintenance required
● 2 Good	Minor defects only
● 3 Fair	Maintenance required
● 4 Poor	Renewal/upgrade required
● 5 Very Poor	Replacement required

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at the plant and equipment asset class to create tailored measurable target performance measure. It is important to note that these asset based levels of service are only consulted within Council and may be modified in time to fully match Council's operational needs.

Utilisation All plant items are fully utilised

Performance Measurement Process	Target Performance
Utilisation reports	Meet Benchmark usage

Quality / condition Percent of assets in preferred condition better (by value)

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Condition assessment %	100% of assets in condition 3 or better	99%

Reliability / Responsiveness Percent compliance with Council's documented response time

Performance Measurement Process	Target Performance
CRMS data	90%

Customer Service Percent satisfaction with service provision

Performance Measurement Process	Target Performance
Community satisfaction report	'High' satisfaction score

Sustainability

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Consumption ratio	Between 50% and 75%	30%
Renewal funding ratio	Between 90% and 110%	146%
Long term funding ratio	Between 95% and 105%	103%
Backlog ratio	Less than 2%	2%

Plant and Equipment Council Service Levels

Asset Sub Class	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
Vehicles	100.00%	96.00%	100.00%	0.00%
Office Equipment & Furniture	100.00%	98.00%	97.28%	2.72%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates Council's knowledge and understanding of the asset's life cycle requirements. Renewal plans have been developed which provide a renewals program that will maintain and enhance the plant and equipment assets.

Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$5,030,600	$6,102,874	$4,569,723	$2,306,105	$1,258,509
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$784,245	$803,851	$823,947	$844,546	$865,659
Total Actual Expenditure	$5,814,844	$6,906,725	$5,393,670	$3,150,651	$2,124,168
Required					
Renewal	$3,763,498	$3,857,585	$3,954,025	$4,052,875	$4,154,197
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$778,294	$797,751	$817,695	$838,137	$859,091
Total Required Expenditure	$4,541,791	$4,655,336	$4,771,720	$4,891,013	$5,013,288
Overall (GAP)	$1,273,053	$2,251,388	$621,950	-$1,740,362	-$2,889,120

| Actual	2027/28	2028/29	2029/30	2031/32	2032/33
Renewal	$4,569,723	$2,306,105	$1,258,509	$3,168,930	$4,375,024
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$823,947	$844,546	$865,659	$887,301	$909,483
Total Actual Expenditure	$5,393,670	$3,150,651	$2,124,168	$4,056,230	$5,284,508
Required					
Renewal	$3,954,025	$4,052,875	$4,154,197	$4,258,052	$4,364,503
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$817,695	$838,137	$859,091	$880,568	$902,582
Total Required Expenditure	$4,771,720	$4,891,013	$5,013,288	$5,138,620	$5,267,086
Overall (GAP)	$621,950	-$1,740,362	-$2,889,120	-$1,082,390	$17,422

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category compared to the required expenditure to maintain and improve the current asset portfolio in accordance with Council's agreed service levels.

### Plant and Equipment Infrastructure Renewals

○ Required ($) ● Actual ($)
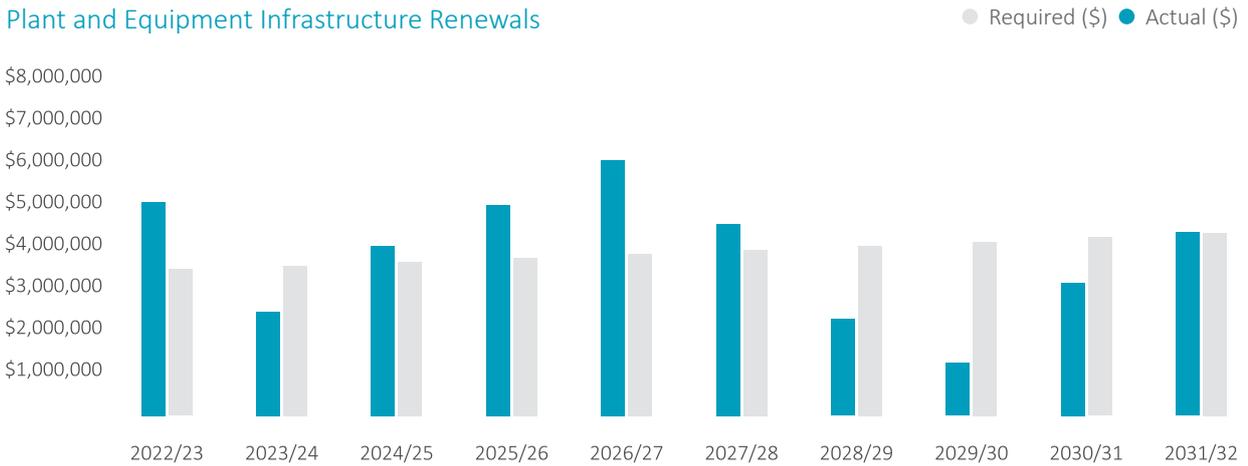
### Plant and Equipment Operations and Maintenance Expenditure

○ Required ($) ● Actual ($)
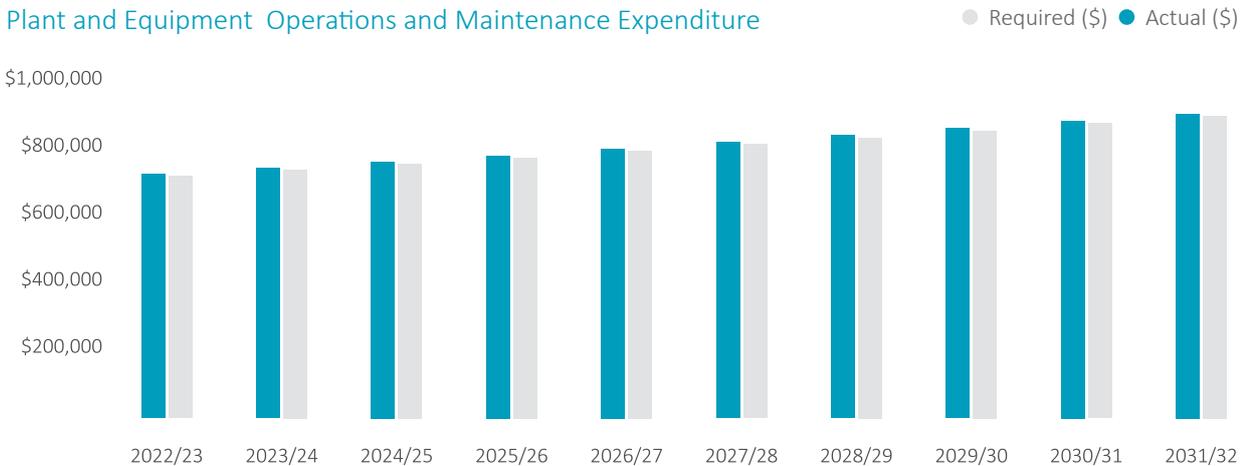
Plant and Equipment Infrastructure Total Expenditure
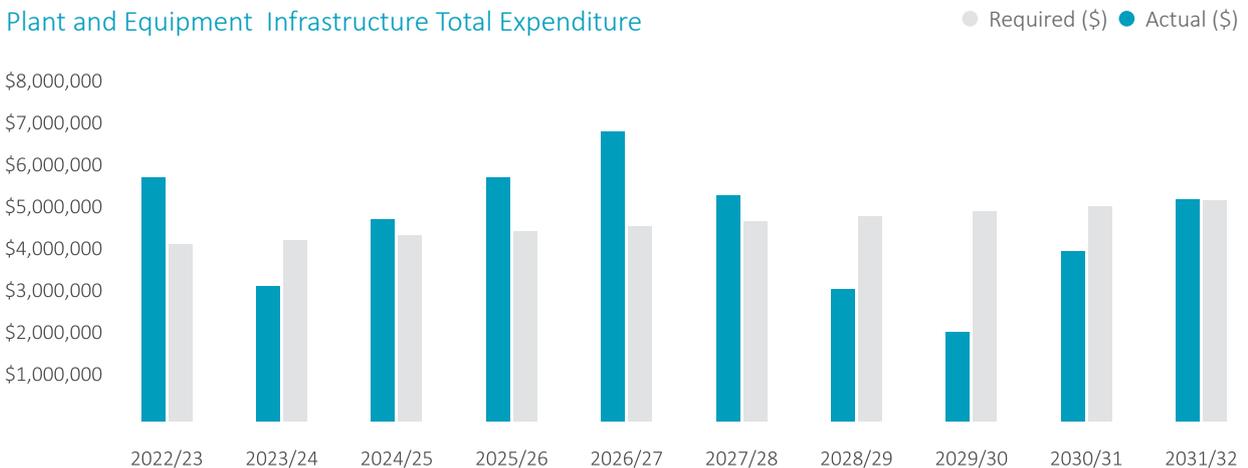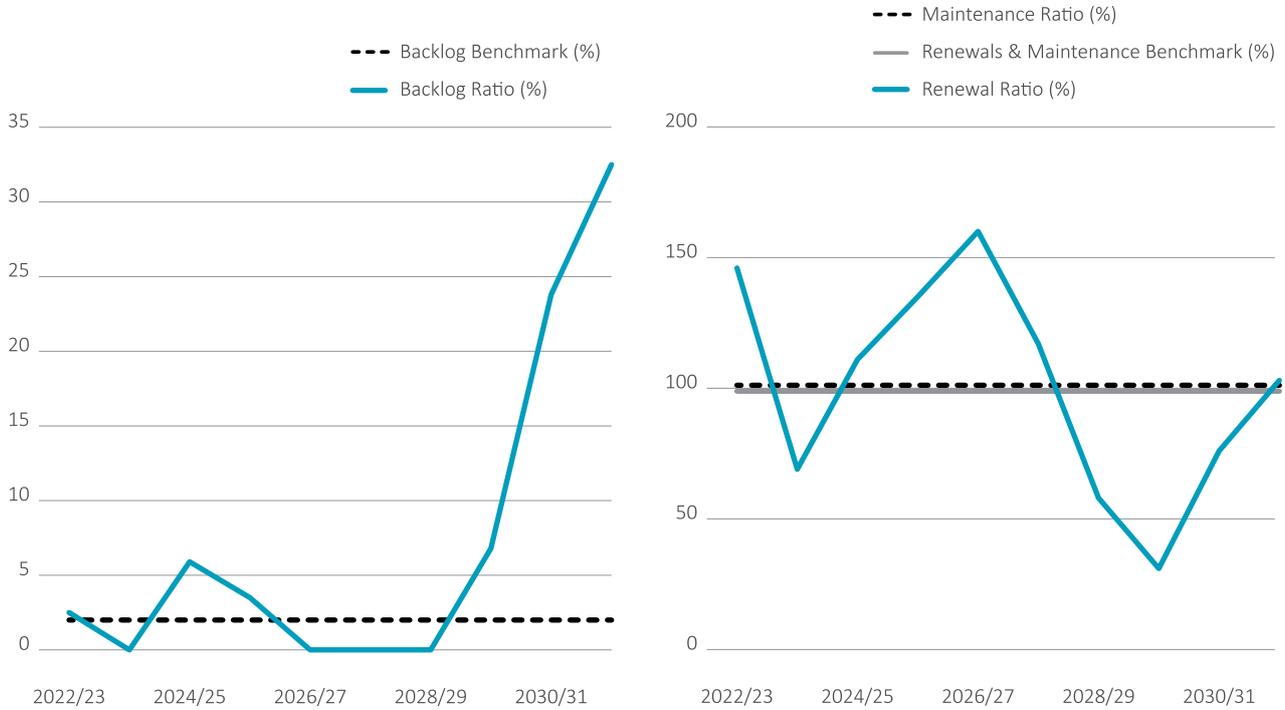
○ Required ($) ● Actual ($)

Financial Ratios (continued)

Cost to Agreed Service Level

The cost to an agreed service level is calculated as the full cost of assets below the Council's target service level. The table below indicates the value of the assets at or above Council's target condition, the current value of the assets in their current condition and the gap being the cost to the agreed service level.

The table shows a cost to agreed service level of $374,000.

Asset Sub Class	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Vehicles	$15,167,496	$15,167,496	$0
Office Equipment & Furniture	$13,741,430	$13,367,185	$374,245
Combined			**$374,245**

Renewals Plan

Renewals for plant and equipment is taken as the annual depreciation sum for this category. Improved knowledge of asset data will enable assessment of renewals per asset component. However, plant and equipment is not one of Council's major asset classes, therefore a high level assessment of renewals is adequate and provides a good indication as to what the renewals budget should be.

Category	2022/23	2023/24	2024/25	2025/26	2026/27
Plant and equipment (combined)	$5,097,758	$2,479,352	$4,060,420	$5,030,600	$6,102,874

Category	2027/28	2028/29	2029/30	2030/31	2031/32
Plant and equipment (combined)	$4,569,723	$2,306,105	$1,258,509	$3,168,930	$4,375,024

Operational and Maintenance

Plant and equipment are maintained on a cyclical maintenance schedule. The maintenance schedule is generally in line with manufacturer's specifications. Council's plant and vehicle fleet assets are managed in accordance with Council's policy. The policy outlines how Council's plant and vehicle fleet are to be managed and used in order to support Council's activities.

Critical Assets

The following assets have been identified as critical assets for the plant and equipment asset class:

• Waste and recycling collection fleet;

• Public place cleansing fleet;

• Asset maintenance fleet and equipment (trees, flood response, traffic response, etc).

Mitigation plans fare currently in planning stage and will be developed as per the improvement actions of this plan.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system. The overall confidence level of the plan is considered to be 'Reliable'.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missings, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations, and analysis that is incomplete, or unsupported, or extrapolated from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all plant and equipment assets is consistent, useful and reliable for reporting.	Year 1	High
Asset data	As part of future upgrades, consider the implementation of a plant and fleet management system to ensure that plant and fleet assets are managed to achieve best value for Council.	Year 1	High
	Update relevant asset registers and systems to include correct asset inventory and condition data. Include any assets missed and delete any assets no longer existing.	Year 2	Medium
	Ensure that a program of recording plant and fleet utilisation is recorded and reported on regularly.	Year 3	Ongoing
Asset performance	Develop plant utilisation rates and benchmarks to ensure that Council's plant and fleet vehicles are being fully utilised and appropriately managed.	Year 2	High
Renewal planning	Develop a 10 year plant and fleet replacement program that meets the operational needs of the Council.	Year 2	Medium
Risk management	Prepare risk mitigation plans for the plant and equipment assets identified in this plan.	Year 2	Medium

8.0 Information and Information Technology (IT)

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's information and IT needs. These assets include Council's servers, IT systems, user equipment, software licences, security devices and more. The asset inventory, values and conditions are detailed below.

Asset Inventory and Values

The table below details the current value of Council's Information and Information Technology assets:

Infrastructure	GRC	WDV	ADE
Servers and Storage, 11	$455,000	$268,450	$91,000
Network and Wi-Fi, 180	$1,005,500	$593,245	$201,100

User Equipment	GRC	WDV	ADE
PCs, Laptops, 599	$1,521,500	$897,685	$380,375
Mobile Phones and Tablet, 327	$310,800	$183,372	$103,600

Software Licenses	GRC	WDV	ADE
Software Application , 73	$2,001,180	$1,180,696	$667,060

Information and Data			
Online Library Resources, 1	$14,072	$2,811	$1,407
Art, Film & Music, 22	$69,498	$29	$10,403
Books and resources, 195	$3,430,709	$960,936	$343,071
Community Resources , 184	$763,905	$209,507	$77,959
Grand Total	**$9,572,163**	**$4,296,731**	**$1,875,975**

GRC - Gross Replacement Cost   WDV - Written Down Value   ADE - Annual Dep Expense

Asset Condition

The table below details the asset conditions for Council's Information and Information Technology assets:

Infrastructure

Servers and Storage

Network

User Equipment

PCs, Laptops

Mobile Phones and Tablet

Software Licenses

Software Application

Information and Data

Online Library Resources

Art, Film & Music

Books and resources

Community Resources

Condition Rating	Description of condition
● 1 Very Good	Only normal maintenance required
● 2 Good	Minor defects only
● 3 Fair	Maintenance required
● 4 Poor	Renewal/upgrade required
● 5 Very Poor	Replacement required

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at the information and IT asset class to create tailored measurable target performance measure. It is important to note that these asset based levels of service are only consulted within Council and may be modified in time to fully match Council's operational needs.

Quality/Condition Percent of assets in preferred condition better (by value)

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Condition assessment %	100% of assets in condition 3 or better	94%

Reliability/Responsiveness Percent compliance with Council's documented response time

Performance Measurement Process	Target Performance
CRMS data	90%

Customer Service Percent satisfaction with service provision

Performance Measurement Process	Target Performance
Community satisfaction report	'High' satisfaction score

Sustainability

Performance Measurement Process	Target Performance	Current Performance (SAMP6)
Consumption ratio	Between 50% and 75%	45%
Renewal funding ratio	Between 90% and 110%	168%
Long term funding ratio	Between 95% and 105%	108%
Backlog ratio	Less than 2%	2%

Safety Compliance with Fire Safety regulation and electrical isolation switches operational

Performance Measurement Process	Target Performance
Annual Inspection	100% compliance
Annual Inspections of all residential properties	100% compliance

Information & Information Technology (IT) Council Service Levels

Asset Sub Class	Preferred Minimum Condition 1, 2 & 3	SAMP5 Score	SAMP6 Score	SLA Backlog
IT Infrastructure	100%	34%	90%	10%
IT User Equipment	100%	41%	90%	10%
Software Licences	100%	100%	90%	10%
Information and Data	100%	100%	100%	0%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budgets in each budget category demonstrates Council's knowledge and understanding of the asset's life cycle requirements. Renewals plans have been developed which provide a renewals program that will maintain and enhance the information and information technology assets.

| Actual	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$3,157,954	$5,042,213	$4,414,448	$3,562,466	$1,646,300
New and Expanded Assets	$2,781,681	$5,771,869	$5,342,322	$4,548,549	$0
New and Expanded Assets	$2,781,681	$5,771,869	$5,342,322	$4,548,549	$0
Operational & Maintenance (O&M)	$2,001,180	$2,216,210	$2,436,615	$2,662,530	$2,894,094
Total Actual Expenditure	$7,940,815	$13,030,292	$12,193,385	$10,773,545	$4,540,394
Required					
Renewal	$1,875,975	$1,925,333	$2,008,077	$2,086,924	$2,157,827
New and Expanded Assets	$2,781,681	$5,771,869	$5,342,322	$4,548,549	$0
Operational & Maintenance (O&M)	$2,001,180	$2,216,210	$2,436,615	$2,662,530	$2,894,094
Total Required Expenditure	$6,658,836	$9,913,412	$9,787,014	$9,298,003	$5,051,921
Overall (GAP)	$1,281,979	$3,116,879	$2,406,371	$1,475,542	-$511,527

Actual	2027/28	2028/29	2029/30	2031/32	2032/33
Renewal	$693,900	$715,100	$575,300	$705,400	$1,118,600
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$3,131,446	$3,374,732	$3,624,100	$3,879,703	$4,141,696
Total Actual Expenditure	$3,825,346	$4,089,832	$4,199,400	$4,585,103	$5,260,296
Required					
Renewal	$2,179,405	$2,201,199	$2,223,211	$2,245,443	$2,267,898
New and Expanded Assets	$0	$0	$0	$0	$0
Operational & Maintenance (O&M)	$3,131,446	$3,374,732	$3,624,100	$3,879,703	$4,141,696
Total Required Expenditure	$5,310,851	$5,575,931	$5,847,312	$6,125,146	$6,409,593
Overall (GAP)	-$1,485,505	-$1,486,099	-$1,647,911	-$1,540,043	-$1,149,298

Financial Ratios

The following charts highlights the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category compared to the required expenditure to maintain and improve the current asset portfolio in accordance with Council's agreed service levels.

Information Technology Infrastructure Renewals
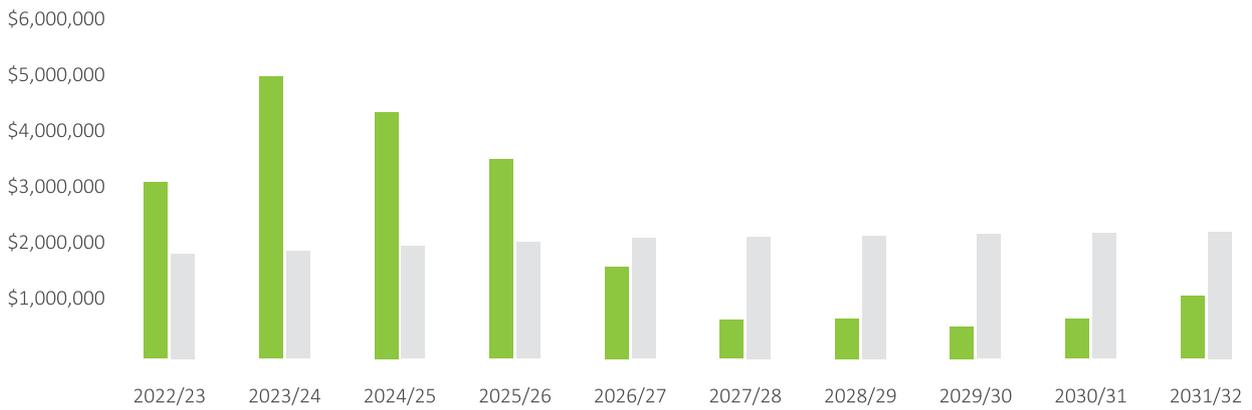
Required ($) Actual ($)


Information Technology Operations and Maintenance Expenditure
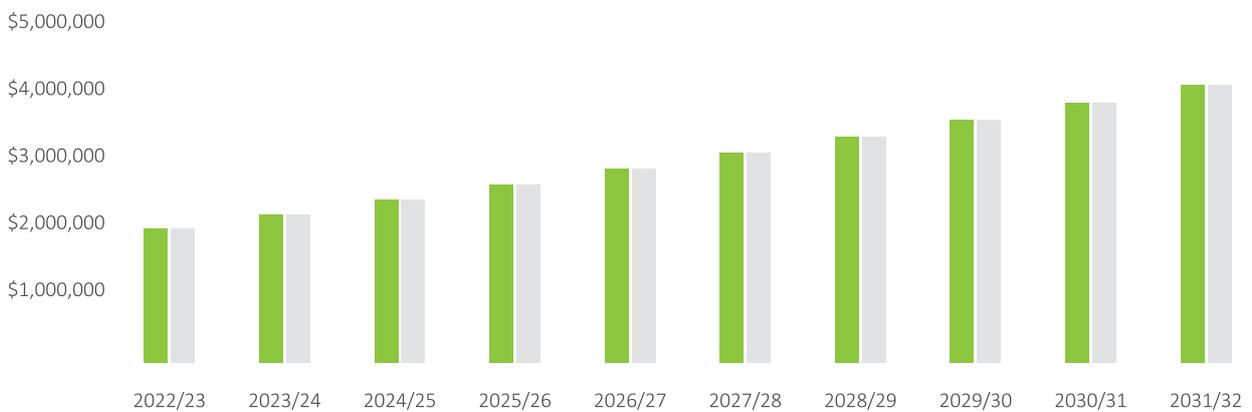
Required ($) Actual ($)

Information Technology Infrastructure Total Expenditure
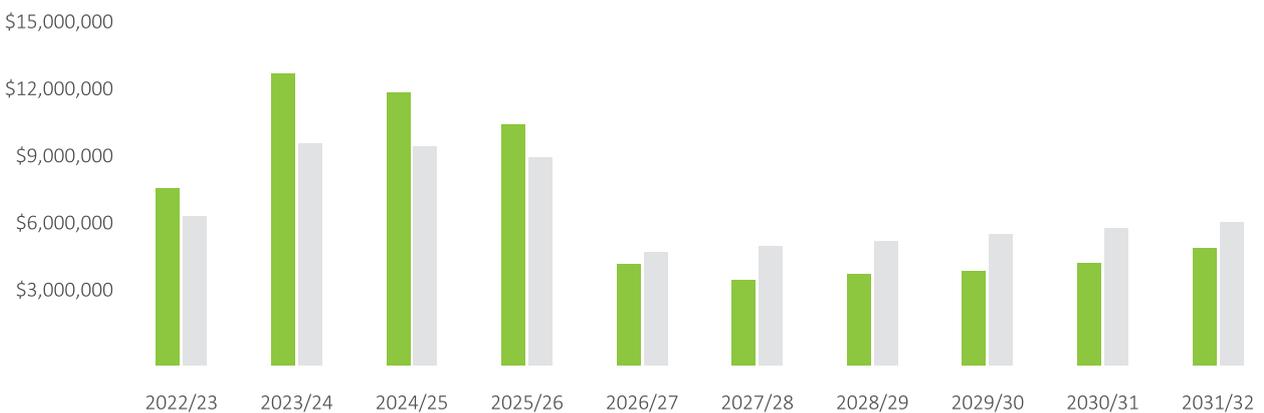
Required ($) Actual ($)

Financial Ratios (continued)

Cost to Agreed Service Level

The cost to an agreed service level is calculated as the full cost of assets below the Council's target service level. The table below indicates the value of the assets at or above Council's target condition, the current value of the assets in their current condition and the gap being the cost to the agreed service level.

The table shows a cost to agreed service level of $530,000.

Asset Sub Class	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
IT Infrastructure	$1,460,500	$1,314,450	$146,050
IT User Equipment	$1,832,300	$1,649,070	$183,230
Software Licences	$2,001,180	$1,801,062	$200,118
Information and Data	$4,278,183	$4,278,183	$0
Combined			**$529,398**

Renewals Plan

Renewals for information and IT is taken as the annual depreciation sum for this category. Improved knowledge of asset data will enable assessment of renewals per asset component. However, information and information technology is not one of Council's major asset classes, therefore a high level assessment of renewals is adequate and provides a good indication to what the renewals budget should look like.

Category	2022/23	2023/24	2024/25	2025/26	2026/27
Information & IT (Combined)	$3,157,954	$5,042,213	$4,414,448	$3,562,466	$1,646,300

Category	2027/28	2028/29	2029/30	2030/31	2031/32
Information & IT (Combined)	$693,900	$715,100	$575,300	$705,400	$1,118,600

Operational and Maintenance

Council will achieve greater long term benefits by implementing a proactive long term renewal strategy rather than concentrating on short term reactive replacements in IT infrastructure. Council will work to get a better understanding of it's actual expenditure on information technology assets. The current expenditure is split across a number of service areas. Improved reporting on actual maintenance and operational expenditure will allow Council to make better long term decisions in relation to this asset class.

Critical Assets

The following assets have been identified as critical assets for the information and information technology asset class:

•   Computer Server

Mitigation plans are currently in planning stage and will be developed as per the improvement actions of this plan.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system. The overall confidence level of the plan is considered to be 'Reliable'.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missings, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations, and analysis that is incomplete, or unsupported, or extrapolated from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all information technology assets is consistent, useful and reliable for reporting.	Year 1	High
Asset data	Update relevant asset registers and systems to include correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets no longer existing.	Year 2	Medium
	Develop a lifecycle costing model that adequately and appropriately manages maintenance and operational costs for the information technology infrastructure.	Year 2	Medium
Renewal planning	Develop a 10 year replacement / upgrade program that meets the operational needs of the Council.	Year 2	Medium
Risk management	Prepare risk mitigation plans for the information and information technology assets identified in this plan.	Year 2	Medium